

## INTERNET DOCUMENT INFORMATION FORM

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# *Military Assistant/ Executive Officer Handbook*

*September 2000*

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Pentagon Room 3B960  
703-614-7744*

## Points of Contact

### Military Assistant/Executive Officer Roster

#### Military Assistant/Executive Officer Roster

Organization/Name	Title	Location	Telephone
<b>SECRETARY OF DEFENSE</b>			
<b>Secretary of Defense - Honorable William S. Cohen</b>			
VADM Gregory Johnson, USN	SrMA	3E880	692-7100
CAPT Deborah Loewer, USN	MA	3E880	692-7100
Col Roy Byrd, USMC	MA	3E880	692-7100
Ms. Stephanie L. Sherline	ExecAsst	3E880	692-7100
<b>DEPUTY SECRETARY OF DEFENSE</b>			
<b>Deputy Secretary of Defense - Honorable Rudy de Leon</b>			
BGen James Mattis, USMC	SrMA	3E944	692-7150
Col Robert Yates, USAF	MA	3E944	692-7150
Ms. Maggie Souleyret	ConfAsst	3E944	692-7150
<b>EXECUTIVE SECRETARIAT</b>			
<b>Executive Secretary - Col Maria Cribbs, USAF</b>			
Cris DuPont	SpecAsst	3E880	692-7120
CDR Andy Johnson, USN	D/ExecSec	3D853	692-7125
Lt Col Tim Grosz, USAF	MA	3D853	692-7125
LTC Dave De Vries, USA	MA	3D853	692-7125
LtCol Keith Seiwel, USMC	MA	3D853	692-7125
LTC Steve Greene, USA	MA	3E854	692-7132
CDR Dee Mewbourne, USN	MA	3E854	692-7132
Lt Col Mike Delman, USAF	MA	3E854	692-7132
Ms. Ellen Law	Dir, SWT	3B960	614-7744
<b>ASST TO THE SECDEF &amp; DEPSECDEF FOR PROTOCOL</b>			
Ms. Robyn Dickey	Asst	3E921	692-7160
CDR P.M. Mills, USN	DepDir	3E921	692-7160

**Military Assistant/Executive Officer Roster**

Organization/Name	Title	Location	Telephone
<b>SECRETARY OF THE ARMY</b>			
<b>Secretary of the Army - Honorable Louis Caldera</b>			
COL Joseph Schroedel, USA	XO	3E700	695-1717
<b>Under Secretary of the Army - Honorable Gregory Dahlberg</b>			
COL Monroe Warner, USA	XO	3E732	697-6806
<b>Chief of Staff, Army - GEN Eric Shinseki, USA</b>			
COL Thomas Bostick, USA	XO	3E668	695-2077
<b>Vice Chief of Staff, Army - GEN John Keane, USA</b>			
COL David Fastabend, USA	XO	3E666	695-4371
<b>SECRETARY OF THE NAVY</b>			
<b>Secretary of the Navy - Honorable Richard Danzig</b>			
Col Robert O. Work, USMC	MA	4E686	695-3131
CAPT James Stavridis, USN	EA	4E686	695-3131
<b>Under Secretary of the Navy - Honorable Jerry MacArthur Hultin</b>			
CAPT Chris Slack, USN	EA	4E732	695-3141
Col George Rector, USMC	MA	4E732	695-3141
<b>Chief of Naval Operations - ADM Vernon Clark, USN</b>			
CAPT Dave Gove, USN	EA	4E674	695-5664
<b>Vice Chief of Naval Operations - ADM Donald Pilling, USN</b>			
CAPT Arthur Barner, USN	EA	4E636	695-3193
CDR Kathy Shanebrook, USN	DepEA	4E636	695-3193
<b>Commandant of the Marine Corps - Gen James Jones, USMC</b>			
Col Dennis Hejlik, USMC	MilSec	4E714	614-2500
<b>Assistant Commandant of the Marine Corps - Gen Terrence Dake, USMC</b>			
Col William L. Smith, USMC	MA	4E766	614-1201
<b>SECRETARY OF THE AIR FORCE</b>			
<b>Secretary of the Air Force - Honorable F. Whitten Peters</b>			
Col Mike Hostage, USAF	SrMA	4E871	697-8141
Lt Col Bob Beletic, USAF	MA	4E871	697-8141

**Military Assistant/Executive Officer Roster**

Organization/Name	Title	Location	Telephone
<b>Under Secretary of the Air Force - Honorable Carol DiBattiste</b>			
Col Mark Hughes, USAF	SrMA	4E886	697-1361
Maj Gary Scott, USAF	MA	4E886	697-1361
<b>Chief of Staff, Air Force - Gen Michael Ryan, USAF</b>			
Col Glenn Spears, USAF	XO	4E924	697-9225
<b>Vice Chief of Staff, Air Force - Gen John Handy, USAF</b>			
Col Keye Sabol, USAF	XO	4E936	695-7911
<b>JOINT CHIEFS OF STAFF</b>			
<b>Chairman of the Joint Chiefs of Staff - GEN Henry H. Shelton, USA</b>			
COL William Caldwell, USA	XO	2E872	697-9121
Lt Col Jerry Segal, USAF	DepXO	2E872	697-9121
<b>Vice Chairman of the Joint Chiefs of Staff - Gen Richard Myers, USAF</b>			
COL Matthew S. Klimow, USA	EA	2E860	614-8949
Lt Col Keith Snyder, USAF	DepEA	2E860	614-8949
<b>Director of the Joint Staff - VADM S.A. Fry, USN</b>			
CAPT Dave Ryan, USN	EA	2E936	614-5221
<b>Vice Director of the Joint Staff - Maj Gen Garry Trexler, USAF</b>			
MAJ Dennis Tewksbury, USA	EA	2E936	614-5221
<b>Secretary of the Joint Staff</b>			
CAPT Douglas Whalen, USN	Sec	2E929	697-2700
LTC Julia Sennewald, USA	DepSec	2D922	695-4716
<b>UNDER SECRETARY OF DEFENSE (ACQUISITION, TECHNOLOGY &amp; LOGISTICS)</b>			
<b>Under Secretary of Defense (AT&amp;L) - Honorable Jacques S. Gansler</b>			
COL Jeff Sorenson, USA	SrMA	3E933	693-4263
Lt Col Dwyer Dennis, USAF	MA	3E933	693-4263
<b>PDUSD for AT &amp; L - Mr. David R. Oliver, Jr.</b>			
Col Grace Washburn, USAF	SrMA	3E1006	697-7017
LTC Dary Garcia, USA	MA	3E1006	697-7017

**Military Assistant/Executive Officer Roster**

Organization/Name	Title	Location	Telephone
<b>ATSD Nuclear, Chem &amp; Biological Def Programs (vacant)</b>			
Col Robert Brady, USMC	MA	3E808	697-5776
<b>Director, Defense Research &amp; Engineering - Honorable Hans Mark</b>			
Col Robert Brady, USMC	MA	3E808	697-5776
<b>DUSD Acquisition Reform - Mr. Stan Soloway</b>			
LTC Anthony Grant, USA	MA	3E1034	695-6413
<b>DUSD Advanced Systems &amp; Concepts - Mr. Joseph Eash</b>			
CAPT Thomas Radich, USN	MilDep	3E1014	697-6446
Lt Col Marty Meyer, USAF	MA	3E1014	697-6446
<b>DUSD Environmental Security - Ms. Sherri W. Goodman</b>			
COL Art Stafford, USA	MA	3E792	695-6639
<b>DUSD Industrial Affairs - Mr. Jeffrey Bialos</b>			
Lt Col Maryann Watson, USAF	MA	3E1074	695-7178
<b>DUSD Installations - Mr. Randall Yim</b>			
Lt Col Lynne Hamilton- Jones, USAF	MA	3E1045	697-8080
<b>DUSD Logistics &amp; Materiel Readiness - Mr. Roger Kallock</b>			
CAPT David Newberry, USN	MA	3E114	697-1368
<b>DUSD Science and Technology - Dr. Delores Etter</b>			
CAPT Dave Gillard, USN	MA	3E808	695-0598
<b>Dir, Small and Disadvantaged Business Utilization - Mr. Robert Neal, Jr.</b>			
Col Curtis A. Wright, USAF	MA	Rosslyn	588-8633
<b>UNDER SECRETARY OF DEFENSE (POLICY)</b>			
<b>Under Secretary of Defense for Policy - Honorable Walter Slocombe</b>			
CAPT Tom Gallagher, USN	Asst to USD	4E808	697-7200
Col Joe Brown, USAF	SrMA	4E808	697-8360
LTC Kevin McDonnell, USA	MA	4E808	697-8360
<b>PDUSD for Policy - Honorable James Bodner</b>			

**Military Assistant/Executive Officer Roster**

<b>Organization/Name</b>	<b>Title</b>	<b>Location</b>	<b>Telephone</b>
Col Ronald Yaggi, USAF	MA	4E830	697-3834
CDR Mark Hellstern, USN	MA	4E830	697-03834
<b>DUSD (Policy Support) - Mr. Peter Verga</b>			
CDR John Wood, USN	MA	2E812	695-4368
<b>ASD International Security Affairs - Honorable Franklin Kramer</b>			
Col Daniel O'Brien, USMC	MA	4E838	695-9562
Col Michael Callan, USAF	MA	4E838	695-9562
<b>ASD Special Opns &amp; Low Intensity Conflict - Honorable Brian Sheridan</b>			
COL Gary Petrole, USA	MA	2E258	695-4133
LTC Keith Smith, USA	MA	2E258	693-6464
<b>ASD Strategy &amp; Threat Reduction - Honorable Edward Warner III</b>			
CDR William Frake, USN	SrMA	4E817	697-7728
Lt Col Cheryl Shumate, USAF	MA	4E817	697-7728
<b>Director, Net Assessment - Honorable Andrew Marshall</b>			
CAPT Karl Hasslinger, USN	MA	3A930	695-1811
<b>ASST SECDEF (COMMAND, CONTROL, COMMUNICATIONS AND INTELLIGENCE) AND DOD CHIEF INFORMATION OFFICER Assistant Secretary of Defense for C3I and DoD CIO - Honorable Arthur Money</b>			
Col Doug Nowak, USAF	MA	3E172	695-4649
MAJ Calvert Bowen, USA	XO	3E172	695-4649
<b>UNDER SECRETARY OF DEFENSE (COMPTROLLER) Under Secretary of Defense (Comptroller) - Honorable William Lynn</b>			
CAPT Dale Nees, USN	MA	3E822	695-4845
<b>Director, Program Analysis and Evaluation - Mr. Robert Soule</b>			
Mr. Scott Comes	SpecAsst	3E836	695-0749
<b>UNDER SECRETARY OF DEFENSE FOR PERSONNEL &amp; READINESS Under Secretary of Defense for Personnel &amp; Readiness - Honorable Bernard Rostker</b>			
CAPT Stephen Wellock, USN	SrMA	3E764	695-7407
Maj David Pere, USMC	MA	3E764	695-7407

**Military Assistant/Executive Officer Roster**

Organization/Name	Title	Location	Telephone
<b>ASD for Force Management Policy - Mr. Alphonso Maldon, Jr.</b>			
CAPT Joe Zacharzuk, USN	MA	3E784	697-2121
<b>DUSD Planning - (Vacant)</b>			
CPT Ryan Emerson, USA	MA	3E784	697-2121
<b>DUSD Readiness - Mr. Thomas Longstreth</b>			
COL Bob Crawford, USA	MA	2E777	693-0466
<b>DUSD Program Integration - Ms. Jeanne Fites</b>			
Ms. Lois Sheere	Secy	3E763	614-3970
<b>ASD for Health Affairs - Dr. J. Jarrett Clinton, Acting</b>			
COL Gerald Jennings, USA	MA	3E1082	697-2111
<b>PDASD for Reserve Affairs - Mr. Charles Cragin</b>			
CAPT Tom Jones, USN	MA	2E520	697-6631
COL George Murati, USA	MA	2E520	697-6631
<b>Reserve Forces Policy Board - Mr. Terrance O'Connell</b>			
Maj Gen Wil Hessert, USAF	Mil Exec	Navy Annex	697-4486
<b>ASSISTANT TO THE SECRETARY OF DEFENSE FOR INTELLIGENCE OVERSIGHT</b>			
<b>Assistant to the Secretary of Defense for Intelligence Oversight - Mr. George Lotz</b>			
Ms. Cheryl Atkinson	AO	Fairfax	275-6575
<b>ASSISTANT SECRETARY OF DEFENSE FOR PUBLIC AFFAIRS</b>			
<b>Assistant to the Secretary of Defense for Public Affairs - Honorable Kenneth Bacon</b>			
COL Vince Ogilvie, USA	SrMA	2E800	697-9312
Lt Col Willette Carter, USAF	MA	2E800	697-9312
<b>ADMINISTRATION AND MANAGEMENT</b>			
<b>Director, Administration and Management - Mr. David O. Cooke</b>			
Mrs. Bernice Bowers	Asst	3E972	695-4436
<b>Director, Correspondence and Directives - Mr. Larry Curry</b>			
Staff Assistants		3B946	697-8261



**Military Assistant/Executive Officer Roster**

Organization/Name	Title	Location	Telephone
Chief, Correspondence Control Division		3A948	695-9717
Unclassified Correspondence		3A948	695-3133
White House Liaison		3A948	695-6151
Automated Document Control		3A948	697-9285
Suspense Control		3A948	697-9287
<b>GENERAL COUNSEL</b>			
<b>DoD General Counsel - Honorable Douglas Dworkin</b>			
COL Carl Wagner, USA	MA	3E980	697-6028
<b>INSPECTOR GENERAL</b>			
<b>DoD Inspector General - Mr. Donald Mancuso, Acting</b>			
LTC Stuart Harrison, USA	EA	400 AND	604-8300
<b>ASSISTANT SECRETARY OF DEFENSE FOR LEGISLATIVE AFFAIRS</b>			
<b>Assistant Secretary of Defense for Legislative Affairs - Honorable John Veroneau</b>			
Col Ana Smythe, USMC	MA	3E966	697-6210
<b>DIRECTOR, OPERATIONAL TEST &amp; EVALUATION</b>			
<b>Director, Operational Test &amp; Evaluation - Honorable Philip Coyle III</b>			
CAPT Mike Crisp, USN	SrMA	3A1073	697-3654
<b>DEFENSE AGENCIES</b>			
<b>Dir, Ballistic Missile Defense Organization - Lt Gen Ronald Kadish, USAF</b>			
Col David Scarse, USAF	EA	1E1081	693-3025
<b>Dir, Defense Advanced Research Projects Agency - Dr. Frank Fernandez</b>			
Ms. Jan Walker	SpecAsst	VASQ	696-2404
Col Ron Kurjanowicz, USAF	MA	VASQ	696-7583
<b>Dir, Defense Commissary Agency - Maj Gen Robert Courter, Jr., USAF, Ret.</b>			
Mr. John McGowan	Chief XO	Ft Lee	DSN 687-8720
Mr. Crosby Johnson	Exec Dir Spt	Ft Lee	DSN 687-8721
<b>Dir, Contract Audit Agency - Mr. William Reed</b>			
Mr. Dan Tucciarone	XO	Ft Belvoir	767-3265

**Military Assistant/Executive Officer Roster**

Organization/Name	Title	Location	Telephone
<b>Dir, Defense Contract Management Agency - Maj Gen Timothy Malishenko, USAF</b>			
LTC Stephen Leisenring, USA	XO	Ft Belvoir	767-2401
<b>Dir, Defense Finance and Accounting Service - Mr. Thomas Bloom</b>			
COL Fred Runnels, USA	XO	Crystal City	607-2621
<b>Dir, Defense Information Systems Agency - Lt Gen Harry Raduege, USAF</b>			
LTC Scott Crawford, USA	EA	Arlington	607-6001
<b>Dir, Defense Intelligence Agency - VADM Thomas Wilson, USN</b>			
CAPT Joseph Stewart, USN	XO	3E258	695-7353
Maj James Woods, USA	MA	3E258	695-7353
<b>Dir, Defense Legal Services Agency - Honorable Douglas Dworkin</b>			
COL Carl Wagner, USA	MA	3E980	697-6028
<b>Dir, Defense Logistics Agency - LTG Henry Glisson, USA</b>			
COL Jeffrey Earley, USA	MA	Ft Belvoir	767-5200
<b>Dir, Defense Security Cooperation Agency - Lt Gen Tome Walters, Jr., USAF</b>			
Col Lawrence Garrison, USAF	XO	Crystal City	604-6608
<b>Dir, Defense Security Service - Lt Gen Charles Cunningham, Jr., USAF, Ret.</b>			
Ms. Margaret Barnett	Secy	Braddock Pl	325-5308
<b>Dir, Defense Threat Reduction Agency - Dr. Jay Davis</b>			
Lt Col John Parkes, USAF	MA	Dulles	810-4883
<b>Dir, National Imagery and Mapping Agency - LTG James King, USA</b>			
Ms. Paula Roberts	C/S	Bethesda	301-227-7300
<b>Dir, National Security Agency/Central Security Service - Lt Gen Michael Hayden, USAF</b>			
Ms. Cindy Farkus	EA	Ft Meade	301-688-7111
<b>NOTE: Unless otherwise noted telephone numbers are area code 703. Please report roster changes to OSD Secretariat Writing Team at 703-614-7744.</b>			

**Information on the Web**

- Defense Department:** <http://www.defenselink.mil/osd/topleaders.html>
- DoD Executive Secretariat:** <http://www.dtic.mil/execsec/> [to access the MA Handbook]
- Current News Early Bird:** <http://ebird.dtic.mil>
- The White House:** <http://www.whitehouse.gov>
- The U.S. Senate:** <http://www.senate.gov>
- The U.S. House of Representatives:** <http://www.house.gov>
- Department of Agriculture:** <http://www.usda.gov>
- Department of Commerce:** <http://www.doc.gov>
- Department of Education:** <http://www.ed.gov>
- Department of Energy:** <http://www.doe.gov>
- Department of Health and Human Services:** <http://www.dhhs.gov>
- Department of Housing & Urban Development:** <http://www.hud.gov>
- Department of Interior:** <http://www.doi.gov>
- Department of Justice:** <http://www.usdoj.gov>
- Department of Labor:** <http://www.dol.gov>
- Department of State:** <http://www.state.gov> [to access the Diplomatic List]
- Department of Transportation:** <http://www.dot.gov>
- Department of the Treasury:** <http://www.ustreas.gov>
- Department of Veterans Affairs:** <http://www.va.gov>
- The Central Intelligence Agency:** <http://www.cia.gov>
- The Office of Personnel Management:** <http://www.opm.gov>
- The Office of Management and Budget:** <http://www.whitehouse.gov/omb/>
- The U.S. Trade Representative:** <http://www.ustr.gov/>

**Executive Secretariat Assignment Roster**

<p style="text-align: center;"><b>Executive Secretary - Colonel Maria I. Cribbs, USAF</b>  <b>692-7120, 3E880</b>  <b>Senior Enlisted Advisor - SSG Robert Montgomery, USA</b>  <b>692-7124, 1A1071</b></p>			
<b>CDR Andy Johnson</b> USN Military Asst	<b>LtCol Keith Seiwel</b> USMC Military Asst	<b>LTC Dave De Vries</b> USA Military Asst	<b>Lt Col Tim Grosz</b> USAF Military Asst
<p style="text-align: center;"><b>Room 3D853</b>  <b>692-7125</b></p>			

**Executive Secretariat Assignment Roster**

<b>Executive Secretary - Colonel Maria I. Cribbs, USAF</b> <b>692-7120, 3E880</b> <b>Senior Enlisted Advisor - SSG Robert Montgomery, USA</b> <b>692-7124, 1A1071</b>			
Navy	Marine Corps	Army	Air Force
Joint Staff	USD(P)	- DOMS	MILAIR
USD(C)	IG	USD(P&R)	USD(AT&L)
- PA&E	GC	ATSD - CS	DA&M/WHs
PA	Executive Agents	NGB	OT&E
C3I/DIA/IO	CINC Quarterly Reports	MSCA	COOP
WH Clearances	CINC AORs	- USSS/FBI/CIA	CINC AORs
Computer Support	- USJFCOM	- USMS/USPP	- TRANSCOM
GWIS/SMD	- SOCOM	CINC AORs	- SPACECOM
Half-Staffing	- PACOM	- EUCOM	- STRATCOM
		- SOUTHCOM	
		- CENTCOM	
<b>LTC Steve Greene</b> <b>Lt Col Mike Delman</b> <b>CDR Dee Mewbourne</b>		<b>Director - Ms. Ellen Law</b> <b>Monica Generous</b> <b>Pam Mirelson</b>	
<b>Military Assistant/Trip Coordinator</b> <b>Room 3E854, 692-7132</b>		<b>SecDef Writing Team</b> <b>Room 3B960, 614-7744</b>	
Secretary of Defense Travel Deputy Secretary of Defense Travel Service Visits Freedom of Information Requests Computer Systems Administrator		SecDef/DepSecDef Writing/Editing Correspondence Management Redesign Project Day Books, Hearing Books Annual Defense Report MA Handbook ExecSec Home Page	

**OSD-LA Special Assistants' Accounts**

<b>Col Ana Smythe</b> <b>Military Assistant</b> <b>697-7786</b>	
Ms. Mary Arneson SA for Congressional Travel & Security 697-9166	Mr. Kevin Cooper Director for Communications 693-0305
COL Don Curry, USA Director for House Affairs 695-4131	Ms. Dial Dickey SA for Congressional Research 697-9346
LtCol Speedy Gonzalez, USAF SA for Personnel Policy 697-4491	Ms. Wendy Jordan SA for International and Security Affairs 614-8423
LTC Greg King, USA SA for Readiness, Logistics & Reserve Affairs 614-6150	Ms. Deanna Kirtman SA for Terrorism and Crises Management 614-6375
Ms. Linda Leeman SA for Installations, Environmental Security & Inter-governmental Affairs 695-1436	LtCol Rich McFarland, USAF SA for Space, C3I & Special Operations 695-5497
CDR Chip Miller, USN SA for Advanced Development (Research & Technology) 614-9115	Ms. Kay Rogers SA for Administration & Personnel Management 695-1868
Vacant SA for International Security Policy 697-2365	COL Rick Stark, USA SA for Health Affairs 695-7104
CAPT Dick Walsh, USN Executive Director for Senate Affairs 697-6811	LtCol Bob Wimple, USAF SA for Weapons Systems Acquisition & Policy 697-9369
CDR Jim Fraser, USN Director for Senate Affairs 695-7104	

### Organizational/Personal Contacts

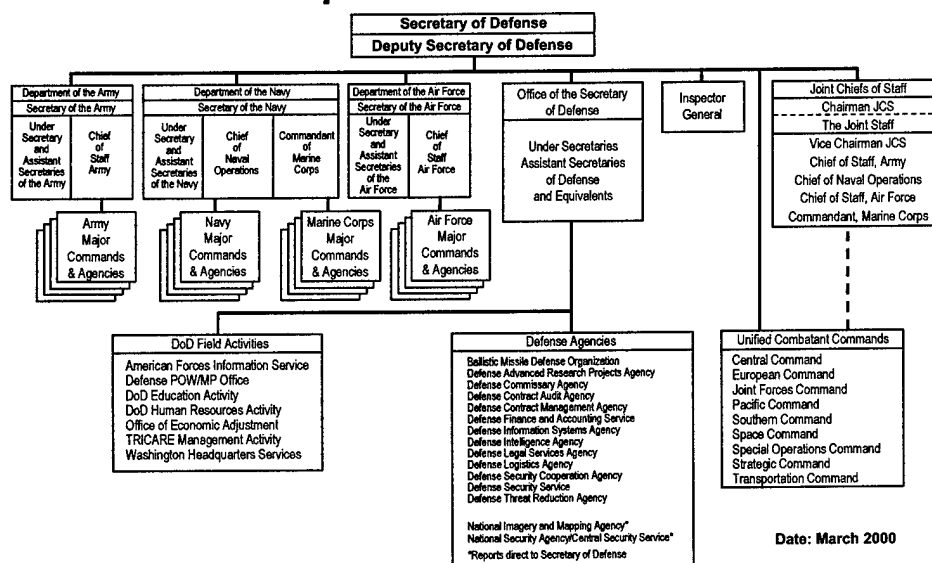
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## DoD Organization and Functions

### What OSD Does and How It Looks

The **Department of Defense** (DoD) (DoD Directive 5100.1) is responsible for providing the military forces needed to deter war and protect the security of the United States. The major elements of these forces are the Army, Navy, Air Force, and Marine Corps. Under the President, who is also Commander-in-Chief, the Secretary of Defense exercises authority, direction and control over the Department which includes the Office of the Secretary of Defense, the Chairman of the Joint Chiefs of Staff, three Military Departments, nine Unified Combatant Commands, the DoD Inspector General, fifteen Defense Agencies and seven DoD Field Activities.

### Department of Defense



The **Secretary of Defense** is the principal defense policy advisor to the President and is responsible for the formulation of general defense policy and policy related to all matters of direct and primary concern to the DoD, and for the execution of approved policy. Under the direction of the President, the Secretary exercises authority, direction, and control over the Department of Defense.

The **Deputy Secretary of Defense** (DoD Directive 5105.2) is delegated full power and authority to act for the Secretary of Defense and to exercise the powers of the Secretary on any and all matters for which the Secretary is authorized to act pursuant to law.

The **Chief of Staff** manages the operations of the Immediate Office of the Secretary of Defense and serves as the Secretary's senior advisor on all matters pertaining to the Department of Defense.

The *Special Assistants to the Secretary and Deputy Secretary of Defense* are the principal immediate office advisors to the Secretary and Deputy Secretary in all matters pertaining to the Department of Defense.

The *Assistant to the Secretary of Defense for Special Projects and White House Fellows* performs tasks and initiates actions relating to projects of special interest to the Secretary and Deputy Secretary.

The *Executive Secretary* of the Department of Defense supports the Secretary and Deputy Secretary by executing the following responsibilities: managing and controlling all action and information documents for the Secretary and Deputy Secretary; performing liaison functions with the White House Military Office, including Presidential support from other Departments or Agencies; coordinating the assignment of Executive Agents and assignment of DoD personnel to non-DoD agencies; validating military airlift transportation requests for OSD and non-DoD Agencies; planning and executing administrative and logistical support for Secretary and Deputy Secretary of Defense travel; coordinating and editing the Secretary's Annual Report to the President and the Congress and special publications as directed by the Secretary; and maintaining the Secretary's personal papers for transfer to a place of his choosing.

The *Special Assistant to the Secretary of Defense for White House Liaison* supports White House and DoD policy, program and personnel efforts and serves as a representative of the Secretary of Defense to the White House and other executive organizations.

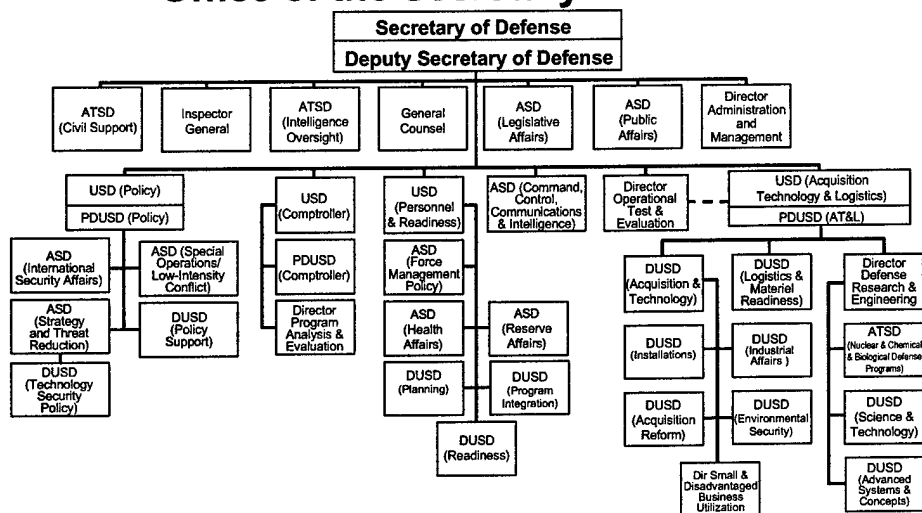
The *Protocol Office* provides direct support and coordination for the Secretary and Deputy Secretary of Defense on all matters pertaining to official visits by senior level cabinet members, Congressional members and foreign dignitaries. The Protocol Office also coordinates all award ceremonies and special events as directed by the Secretary and/or Deputy Secretary of Defense.

The *Office of the Secretary of Defense* (OSD) is the principal staff element of the Secretary in the exercise of policy development, planning, resource management, fiscal and program evaluation responsibilities. OSD includes the immediate offices of the Secretary and Deputy Secretary of Defense, Under Secretary of Defense for Acquisition, Technology and Logistics, Under Secretary of Defense for Policy, Under Secretary of Defense for Personnel and Readiness, Under Secretary of Defense (Comptroller), Director of Defense Research and Engineering, Assistant Secretaries of Defense, General Counsel, Director of Operational Test and Evaluation, Assistants to the Secretary of Defense, Director of Administration and Management and such other staff offices as the Secretary establishes to assist in carrying out assigned responsibilities.

The *Inspector General of the Department of Defense* (DoD Directive 5106.1) under the provisions set forth by Public Law 95-452, serves as an independent and objective official in the DoD responsible for conducting, supervising and monitoring audits, investigations and inspections relating to programs and operations of the Department. The Inspector General is also responsible for keeping the Secretary of Defense and the Congress informed about problems in administration of Department programs and the need for and progress of corrective actions.



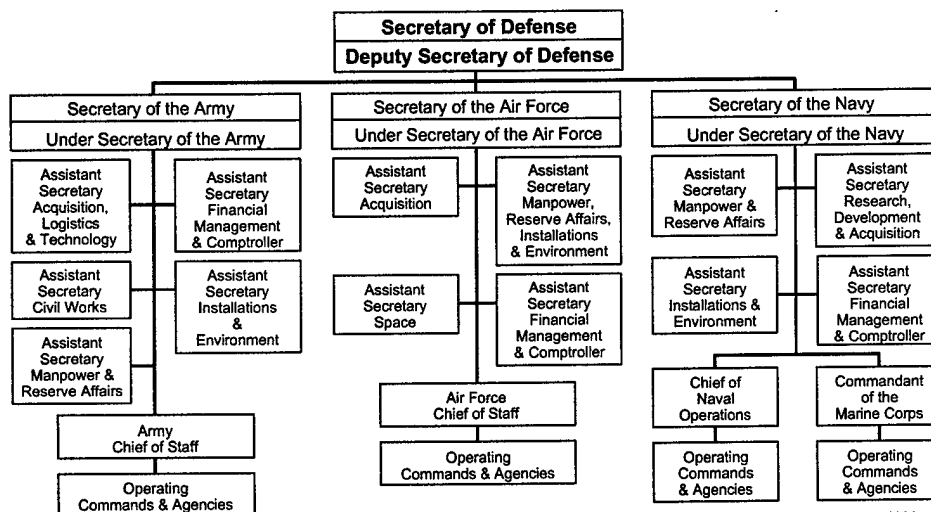
## Office of the Secretary of Defense



Date: February 2000

The **Military Departments** (DoD Directive 5100.1) are the Departments of the Army, Navy, and Air Force. (The Marine Corps is a part of Department of the Navy.) Each Military Department is separately organized under its own Secretary and functions under the authority, direction, and control of the Secretary of Defense. The Military Departments are responsible for organizing, training and equipping forces for assignment to Unified Combatant Commands.

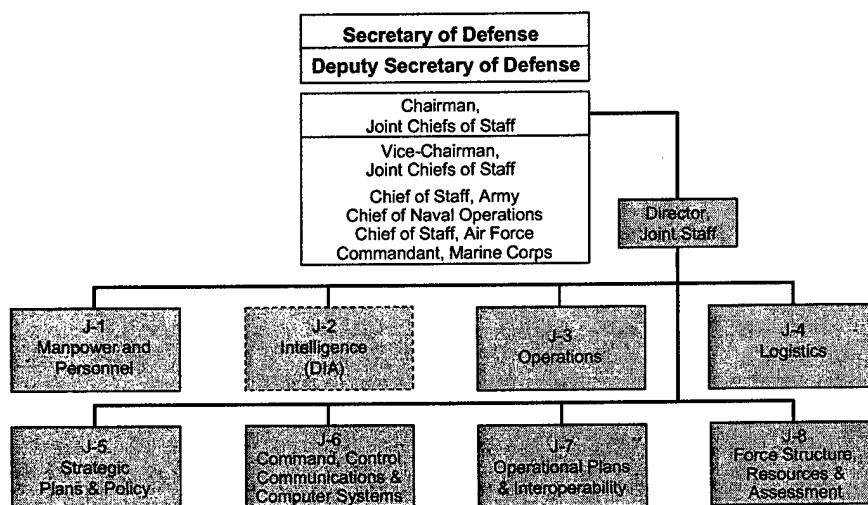
## Military Departments



Date: July 1999

The **Chairman of the Joint Chiefs of Staff** (DoD Directive 5100.1). The Chairman of the Joint Chiefs of Staff is the principal military adviser to the President, the National Security Council and the Secretary of Defense. The Joint Chiefs of Staff, headed by the Chairman of the Joint Chiefs of Staff, consists of the Chairman; the Vice Chairman, JCS; the Chief of Staff, U.S. Army; the Chief of Naval Operations; the Chief of Staff, U.S. Air Force; and the Commandant of the Marine Corps, and supported, subject to the authority, direction and control of the Chairman, by the Joint Staff, constitute the immediate military staff of the Secretary of Defense. The Chiefs of Service are the senior military officers of their respective Services and are responsible for keeping the Secretaries of the Military Departments fully informed on matters considered or acted upon by the JCS, and are military advisers to the President, the National Security Council, and the Secretary of Defense. The Vice Chairman of the JCS performs such duties as may be prescribed by the Chairman with the approval of the Secretary of Defense. When there is a vacancy in the Office of the Chairman or in the absence or disability of the Chairman, the Vice Chairman acts as Chairman and performs the duties of the Chairman until a successor is appointed or the absence or disability ceases.

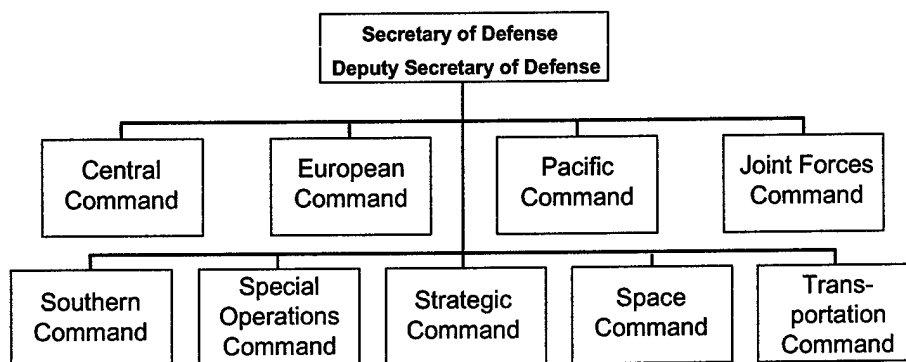
### Joint Chiefs of Staff



Date: May 1996

The **Unified Combatant Commands** (DoD Directive 5100.1) are responsible to the President and the Secretary of Defense for accomplishing the military missions assigned to them. Commanders of the Unified Combatant Commands exercise command authority over forces assigned to them as directed by the Secretary of Defense. The operational chain of command runs from the President to the Secretary of Defense to the Commanders of the Unified Combatant Commands. The Chairman of the Joint Chiefs of Staff functions within the chain of command by transmitting to the Commanders of the Unified Combatant Commands the orders of the President or the Secretary of Defense. Unified Combatant Commands include the European Command, Pacific Command, Joint Forces Command, Southern Command, Special Operations Command, Strategic Command, Central Command, Transportation Command and Space Command.

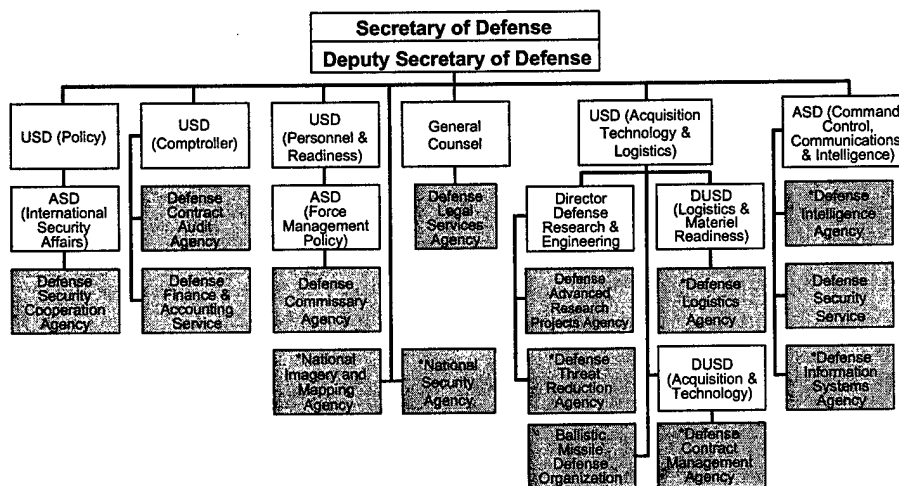
## Unified Combatant Commands



Date: October 1999

The **Defense Agencies**, authorized by the Secretary of Defense pursuant to the provisions of Title 10, United States Code, perform selected consolidated support and service functions on a Department-wide basis; Defense Agencies that are assigned wartime support missions are designated as Combat Support Agencies.

## Defense Agencies

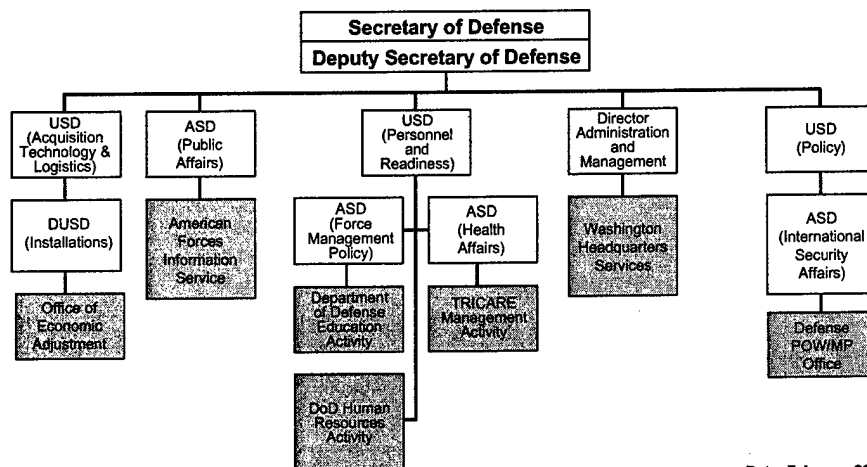


\* Combat Support Agency

Date: March 2000

The **DoD Field Activities** are established by the Secretary of Defense, under the provisions of Title 10, United States Code, to perform selected consolidated support and service functions of a more limited scope than Defense Agencies.

### DoD Field Activities



Date: February 2000

## Order of Succession of Officers To Act as Secretary of Defense

### Executive Order 13000 of April 24, 1996

61 F.R. 18483

By the authority vested in me as President by the Constitution and the laws of the United States of America, including section 3347 of title 5, United States Code, it is hereby ordered as follows:

#### Section 1. Succession To Act as the Secretary of Defense.

(a) In the event of the death, permanent disability, or resignation of the Secretary of Defense, the incumbents holding the Department of Defense positions designated below, in the order indicated, shall act for and exercise the powers of the Secretary of Defense as Acting Secretary of Defense:

- (1) Deputy Secretary of Defense
- (2) Secretary of the Army
- (3) Secretary of the Navy
- (4) Secretary of the Air Force
- (5) Under Secretary of Defense for Acquisition and Technology
- (6) Under Secretary of Defense for Policy

- (7) Under Secretary of Defense (Comptroller)
- (8) Under Secretary of Defense for Personnel and Readiness
- (9) Deputy Under Secretary of Defense for Acquisition and Technology
- (10) Deputy Under Secretary of Defense for Policy
- (11) Director of Defense Research and Engineering
- (12) The Assistant Secretaries of Defense, the Director of Operational Test and Evaluation, and the General Counsel of the Department of Defense, in the order fixed by their length of service as permanent appointees in such positions.
- (13) Under Secretaries of the Army, the Navy and the Air Force, in the order fixed by their length of service as permanent appointees in such positions.
- (14) Assistant Secretaries of the Army, the Navy and the Air Force whose appointments are vested in the President and General Counsels of the Army, the Navy and the Air Force, in the order fixed by their length of service as permanent appointees in such positions.

(b) In the event of the temporary absence or temporary disability of the Secretary of Defense, the incumbents holding the Department of Defense positions designated in paragraph (a) of this section, in the order indicated, shall act for and exercise the powers of the Secretary of Defense as Acting Secretary of Defense

(1) In these instances, the designation of an Acting Secretary of Defense applies only for the duration of the Secretary's absence or disability, and does not affect the authority of the Secretary to resume the powers of his office upon his return.

(2) In the event that the Secretary of Defense is temporarily absent from his position, the Secretary may continue to exercise the power and fulfill the duties of this office during his absence, notwithstanding the provisions of this order.

(c) Precedence among those officers designated in paragraphs (a)(12)-(14) of this section who have the same appointment date shall be determined by the Secretary of Defense at the time that such appointments are made.

(d) Notwithstanding paragraphs (a) and (b) of this section, an officer shall not act for or exercise the powers of the Secretary of Defense under this order if that officer serves only in an acting capacity in the position that would otherwise entitle him to do so.

Sec. 2. Temporary Nature of Succession. Succession to act for and exercise the powers of the Secretary of Defense pursuant to this order shall be on a temporary or interim basis and shall not have the effect of vacating the statutory appointment held by the successor.

Sec 3. Revocation of Prior Executive Order. Executive Order No. 12787 of December 31, 1991, is hereby revoked.

/signed/  
WILLIAM J. CLINTON

THE WHITE HOUSE  
April 24, 1996

## **DoD Table of Precedence**

August 18, 1999

### **CODE 2**

- Secretary of Defense
- Deputy Secretary of Defense
- Secretary of the Army
- Secretary of the Navy
- Secretary of the Air Force
- Chairman of the Joint Chiefs of Staff
- Under Secretary of Defense for Acquisition, Technology, and Logistics  
(precedes Service Secretaries on acquisition matters)
- Under Secretary of Defense for Policy
- Under Secretary of Defense (Comptroller)/Chief Financial Officer
- Under Secretary of Defense for Personnel and Readiness
- Retired Chairman of the Joint Chiefs of Staff
- Vice Chairman of the Joint Chiefs of Staff
- Chiefs of Services
- Commanders-in-Chief of Unified & Specified Commands of the four-star grade
- Retired Vice Chairman of the Joint Chiefs of Staff, Retired Chiefs of Services, and  
Commanders-in-Chief of Unified & Specified Commands of the four-star grade
- Principal Deputy Under Secretary of Defense for Acquisition, Technology & Logistics

### **CODE 3**

- Principal Deputy Under Secretary of Defense for Policy
- Director of Defense Research and Engineering
- Assistant Secretaries of Defense, DoD General Counsel, DoD Inspector General, and  
Director of Operational Test and Evaluation
- Judges on the U.S. Court of Appeals for the Armed Forces
- Under Secretary of the Army
- Under Secretary of the Navy
- Under Secretary of the Air Force
- Vice Chiefs of Services
- Generals and Admirals (four-star)
- Assistant Secretaries and General Counsels of the Army, Navy and Air Force
- Retired Generals and Admirals (four-star)
- Chief of Staff to the Secretary of Defense
- The Special Assistants to the Secretary of Defense
- The Special Assistants to the Deputy Secretary of Defense
- Assistants to the Secretary of Defense
- Director, Administration and Management
- Director, Program Analysis and Evaluation
- Principal Deputy Under Secretary of Defense (non-statutory)

**CODE 4**

Directors of Defense Agencies  
Deputy Under Secretaries of Defense (non-statutory), Deputy Directors of Defense, Research and Engineering, Principal Deputy Assistant Secretaries of Defense, DoD Principal Deputy General Counsel, DoD Deputy Inspector General, DoD Principal Deputy Comptroller, Director of Net Assessment, Director of Defense Procurement, Director Small and Disadvantaged Business Utilization  
Administrative Assistants of the Army, Navy and Air Force  
Lieutenant Generals and Vice Admirals (three-star)  
Principal Deputy Assistant Secretaries and Principal Deputy General Counsels of the Army, Navy, and Air Force  
Lieutenant Generals and Vice Admirals (three-star)  
Retired Lieutenant Generals and Vice Admirals (three-star)  
Principal Deputy Assistant Secretaries and Principal Deputy General Counsels of the Army, Navy, and Air Force  
Deputy Assistant Secretaries of Defense, DoD Deputy General Counsels, Defense Advisor U.S. Mission NATO, Secretary of Defense Representative to International Negotiations, Deputy Comptrollers, and Assistant Inspectors General  
Deputy Under Secretaries of the Army, Navy and Air Force  
Members of Secretary of Defense Boards

**CODE 5**

Major Generals and Rear Admirals of the upper half (two-star)  
Deputy Assistant Secretaries and Deputy General Counsels of the Army, Navy and Air Force, OSD Historian

**CODE 6**

Brigadier Generals and Rear Admirals of the lower half (one-star)  
Assistant Deputy Under Secretaries and Principal Directors

<p><b>Note: Within a group at the same level under a code, precedence is by date of appointment.</b></p>
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## More About DoD

Many publications that provide Department of Defense related information are now available on the Internet (<http://www.defenselink.mil/pubs/>). The offerings include:

### General Information

- Defense Almanac
- Defense Viewpoint
- Dictionary of Military Terms
- DoD Libraries
- Introduction to the Department of Defense (DoD 101)
- Magazines of the Armed Forces
- Military Personnel Strength
- Obtaining Defense Publications
- Organization and Functions Guidebook
- Pentagon Virtual Tour and Informational Brochure
- Personnel Statistics
- Procurement Statistics

### Other Defense-Related Publications

- CIA World Fact Book
- Department of State Background Notes
- Department of State Travel Warnings and Consular Information Sheets
- Library of Congress Country Studies

### Regulations and Forms

- Directives and Instructions
- Electronic Forms for Downloading

### Reports

- Annual Report to the President and the Congress by the Secretary of Defense
- DoD Reform
- DoD Worldwide List of Military Installations
- Into the 21st Century: A Strategy for Affordability
- Joint Staff Posture Statement - 1999
- National Defense Panel Final Report - "Transforming Defense: National Security in the 21st Century"
- National Security Strategy for a New Century
- New World Coming: American Security in the 21st Century
- Quadrennial Defense Review
- Quarterly Readiness Reports
- Special Operations Forces Posture Statement



## OSD Policy

### Security Awareness

Military Assistants have an important role in upholding standards of physical and information security. The responsibility is an extension of the mission to support the Department of Defense, its leadership and employees. The challenge of security in the current environment is increasingly complex and magnified exponentially by the sophistication of technological media. In an effort to focus appropriate attention and assets on this critical area, those responsible for designing and implementing security policy for the Pentagon have significantly stepped up protective measures. They include: random entry-exit inspections, security awareness programs and new employee orientations. Details of this increased security emphasis are included in:

- DepSecDef letter, Subject: Pentagon Security, dated 14 July 2000.
- Director, Administration and Management letter, Subject: Random Entry-Exit Inspections/Removal of Classified Items, dated 26 July 2000.

### Absences

The Secretary of Defense requires that all Under Secretaries of Defense, Principal Deputy Under Secretaries of Defense, Assistant Secretaries of Defense, Assistants to the Secretary of Defense, the Inspector General, the General Counsel, Directors and Special Assistants to the Secretary and Deputy Secretary of Defense report their absences to the Executive Secretary by memorandum. Upon review by the Executive Secretary, a copy of this absence memorandum will be forwarded to the National Military Command Center (NMCC) and OSD Cable Div by OSD Correspondence and Directives. In addition, a copy of the travel itinerary (with contact numbers) will be provided to OSD Cables prior to the commencement of the absence. Note that the absence memorandum is in addition to dual absence requests. An example of an absence notification is provided.

### Request for Dual Absence

The Secretary of Defense requires that all major OSD components have an "acting" designee in the event of an emergency or crisis situation. If the principal OSD component head plans to be absent from the Washington area, the principal assistant or deputy should remain. If it becomes essential for both the principal and the principal assistant or deputy to be absent at the same time, the Deputy Secretary of Defense should be notified before permanent plans are made.

(Date)

MEMORANDUM FOR THE EXECUTIVE SECRETARY

SUBJECT: Absence from Washington Area

I will be absent from Washington on (TDY, leave, etc.) from (time), (day), (date), (month) through (time), (day), (date), (month). During my absence, (name) will act on my behalf.

/Signed/

DISTRIBUTION:  
OSD CABLE DIV  
NMCC

Requests for dual absence should be forwarded to the Deputy Secretary using an ACTION MEMORANDUM. An example of a dual absence request is shown.

(Date)

**MEMORANDUM FOR THE DEPUTY SECRETARY OF DEFENSE**

**THROUGH:** (Appropriate OSD Principal)

**FROM:** ASSISTANT SECRETARY OF DEFENSE FOR ( \_ \_ )  
Prepared By: Name, Office, Telephone number

**SUBJECT:** Dual Absence - ACTION MEMORANDUM

**PURPOSE:** Request permission for dual absence for the Assistant Secretary of Defense ( \_ \_ \_ \_ \_ ) and the Principal Deputy

**DISCUSSION:** I will be on vacation from Monday, June 13, 2001, to June 17, 2001. My Principal Deputy, [Mr. John Doe] will be acting ASD ( \_ \_ ). [Mr. Doe] will be at Patuxent River, Maryland, for training on June 15<sup>th</sup> from 0730 to 1700. [Ms. Jane Smith], DASD ( \_ ), will be acting ASD ( \_ \_ ) during this absence.

**RECOMMENDATION:** Approval.

**DEPSECDEF DECISION:**

\_\_\_\_\_ Approved

\_\_\_\_\_ Disapproved

## **Wearing of Uniforms**

The duty uniform for all military personnel assigned to OSD and WHS will be the same as that prescribed by each Service in the Washington, DC, area. Military personnel assigned to OSD and WHS should wear appropriate Service uniforms during normal duty hours. Personnel who

perform shift duty beyond normal duty hours or on weekends will also wear the appropriate Service uniform when on duty.

Subject to Service regulations, wear of the blouse or coat is optional year-round when attending meetings of the Secretary and Deputy Secretary of Defense.

The wear of civilian clothing at certain meetings outside DoD is authorized when the military uniform would be inappropriate.

When applicable, changeover dates for wear of the summer and winter uniforms are as prescribed by each Service.

## **Funding and Support for Official Guests of the Secretary of Defense**

To strengthen internal controls in accounting for Official Representation Funds used to support official guests of the Secretary of Defense, the following procedures are in effect:

**The Executive Secretary of the Department of Defense is responsible for appointing an Executive Agent from one of the military departments and/or Defense Agencies when the trip cannot be supported by the OSD staff.**

**Executive Agents, in coordination with the OSD point of contact, will develop an itinerary, to include the official party list, and supporting budget for each trip and forward that information to the Director of Budget and Finance, Washington Headquarters Services (WHS). The submission to WHS should be made so as to allow approximately 10 working days in which to obtain the approval of the expenditures by the Secretary or Deputy Secretary of Defense. Executive Agents will nominate a trip officer to act as a Class A Agent to obtain funds from WHS with which to execute the planned and approved trip. Upon completion of the trip, the Class A Agent will submit a complete accounting of the funds to the WHS Budget and Finance.**

**The Directorate for Budget and Finance, WHS, will obtain appropriate approvals for such trips, advise the various DoD components of their anticipated share of the costs, appoint the Class A Agent and provide the necessary funds and guidance, validate the final trip report from the Class A Agent, bill appropriate DoD components and perform other necessary accounting functions. Billings will be in accordance with paragraph E.3. of DoD Directive 7250.13.**

## **Executive Agents for Visiting Foreign Dignitaries**

Responsibility for assignment of Executive Agents for visits by foreign dignitaries is vested in the Executive Secretary of the Department of Defense. Executive Agents are normally assigned for visits at the Minister of Defense (MOD) or Deputy MOD, Chief of Defense or Vice Chief of Defense level and for large, high level groups such as Consultative Groups and Parliamentary Committees. Executive Agents are authorized use of Official Representation Funds in

extending official courtesies to guests of the Department of Defense consistent with maintaining the standing and prestige of the United States.

Authority to invite foreign dignitaries at the expense of the Department of Defense is limited to the following officials:

- Secretary of Defense
- Deputy Secretary of Defense
- Secretaries of the Military Departments
- Chairman and Vice Chairman of the Joint Chiefs of Staff
- Chiefs of the Military Services
- Director of the Defense Intelligence Agency

(Note: Visits proposed by any official not listed above must be approved by one of the above officials.)

Officials authorized to host foreign dignitaries, in addition to officials listed above are:

- Under Secretaries of Defense
- Assistant Secretaries of Defense
- Commanders of the Unified and Specified Commands
- Directors of the Defense Agencies
- President, United Services University of the Health Sciences.

Foreign dignitaries and officials visiting the United States at the invitation and expense of the Department of Defense fall into

four categories. The first consists of foreign dignitaries and officials visiting the United States at the invitation of the Secretary of Defense (SecDef), Deputy Secretary of Defense (DepSecDef), Chairman of the Joint Chiefs of Staff (CHCS) or Vice Chairman of the Joint Chiefs (VCJCS) of Staff and are designated as counterpart visits. The Director of the Defense Intelligence Agency (DIA) is the Executive Agent responsible for managing all counterpart visits.

(Date)

MEMORANDUM FOR EXECUTIVE SECRETARY

THROUGH: UNDER SECRETARY OF DEFENSE FOR POLICY

FROM: ASSISTANT SECRETARY OF DEFENSE (\_\_\_)

SUBJECT: Designation of Executive Agent for Visit of Dutch Minister of Defense Relus Ter Beek

MOD Ter Beek had to cancel a previously approved trip to visit the Dutch F-16 training at Tucson, Arizona. He would like to visit the unit from July 21 to 23, 2001. We should pick up his transportation from his arrival in New York through his departure on July 23. He will be accompanied by the RNLA Chief of Staff and two members of the Dutch Embassy.

Request that you designate an Executive Agent for the visit of MOD Ter Beek. COL Lee Alton is the OASD/ISA action officer for this visit, 697-9258, Room 4D762.

Reviewed by DASD (EUR) \_\_\_\_\_

The next category for which an Executive Agent may be requested includes visits linked to significant events such as Bilateral and Military Committee meetings. When directly linked (headed) by a Minister of Defense/Chief of Defense and the SecDef/DepSecDef/CJCS/VCJCS, DIA will assume Executive Agent responsibilities.

The third category for which Executive Agent support may be requested includes events having wide-ranging DoD implications and benefits. Executive Agent responsibilities will generally go to the Services, Joint Staff or a DoD Agency other than DIA. In cases where DIA is assigned, priority will be given to SecDef/DepSecDef/CJCS/VCJCS counterpart missions. Therefore, it is incumbent upon the requester to augment the Executive Agent (DIA) and/or be prepared to assume all responsibilities should a counterpart mission arise, precluding continued DIA support.

CJCS Foreign National and International Defense Colleges comprise the final category for which Executive Agent support may be provided. However, responsibility for providing Executive Agents will remain with the Services.

The approval authority for all Executive Agent requests remains with the Department of Defense Executive Secretary. Requests for assignment of Executive Agents should be addressed to the Executive Secretary at least 60 days in advance with as much information about the proposed visit as possible. Sample requests for Executive Agent assignment are shown. Requesters should not make pre-arrangements with the Services to act as Executive Agents.

Additional information concerning the Executive Agent Program can be found in the following references:

- DoD Directive 7250.13, dated February 23, 1989, Change 1-5 Subject: Official Representation Funds
- DepSecDef Memorandum, dated December 23, 1996, Subject: Responsibility for Managing SecDef/DepSecDef/CJCS/VCJCS Counterpart Visits
- DA&M, OSD Memorandum, dated February 20, 1997, Subject: Implementation of DepSecDef Memorandum on Management of Counterpart Visits.

## MEMORANDUM FOR DIRECTOR, DEFENSE INTELLIGENCE AGENCY

SUBJECT: Designation of Executive Agent

(Name) Vice Minister of Defense for (Country) will visit the United States from September 10 to 15, 2001. The visit is tentatively scheduled to include stops in Washington, DC, New York and PACOM. The Defense Intelligence Agency is designated Executive Agent responsible for transportation, billeting arrangements, security (to include personal security detail), escorts and social activities. Please coordinate all public affairs guidance with OASD/PA-DPL.

Within the Immediate Office of the Secretary of Defense, the point of contact is (Name, Telephone). (Organization) action officer is (Name, Telephone). This is a SecDef/DepSecDef/CJCS/VCJCS sponsored counterpart visit. Funding will be in accordance with DoD Directive 7250.13, Subject: Official Representation Funds dated February 23, 1989. For security reasons, when possible, travel within the CONUS shall be by U.S. military aircraft. If military air is requested/required between CONUS and overseas areas, please forward a separate request to the Executive Secretary for approval. Format for the request should be in accordance with DoDD 4515.134R, Chapter 10, para B, to include commercial cost comparison.

/signed/

(Name)

(Rank, Service)

Executive Secretary

cc:

OSD Protocol

WHS Director of Budget and Finance

OASD/ISP

OASD/PA-DPL

## Travel of DoD Officials

### Foreign Travel

The Executive Secretary acts as liaison between the Department and the Assistant to the President for National Security Affairs on all foreign travel.

Requests for foreign travel proposals for officials at or above the rank of assistant secretary (or equivalent rank, to include the Service chiefs and vice chiefs) of executive departments and agencies are to be submitted to National Security Affairs through the Executive Secretary. Such notifications are to be coordinated with the Under Secretary of Defense for Policy.

Requests should be forwarded to the Executive Secretary under cover of an ACTION MEMORANDUM requesting signature and forwarding to the National Security Council.

All requests should be forwarded to the Executive Secretary at least 10 days in advance of the intended travel. Upon completion of travel, and within five working days, a trip report will be submitted to the Assistant to the President for National Security Affairs through the Executive Secretary.

**MEMORANDUM FOR THE ASSISTANT TO THE PRESIDENT FOR  
NATIONAL SECURITY AFFAIRS**

**SUBJECT: Request for Foreign Travel Approval**

**Senior Official and Title:**

**Purpose of Travel:**

**Itinerary: Date/City/Country/Major Event/Meeting**

**Executive Secretary Signature Block**

**NSC Approval** \_\_\_\_\_

An example of a properly prepared request to be signed by the Executive Secretary is shown.

## Official Travel

Carlson Wagonlit Travel provides support services for official travel. These include airline/train reservations, hotel/BOQ accommodations, and car rentals. Contact information:

<p><b>Carlson Wagonlit Travel</b></p> <p><b>Pentagon, Room 1A864</b></p> <p><b>Hours of Operation: 0800-1630 - Pentagon Ticketing Office</b> <b>0730-1700 - Pentagon Reservations Office</b></p> <p><b>Phone: 703-684-1558; Outside the Washington area 800-756-6111</b></p> <p><b>Fax: 703-486-9244</b></p> <p><b>Emergency Services (1700-0800 EST): 800-383-6732</b></p>
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## Reservation and Ticketing Tips

### Reservations

- Spell client's name phonetically.
- Have client's home phone number available.
- Narrow preferred flight times.
- Advise whether client will use TDY or blanket travel orders.
- Advise whether client is a contractor.
- Know if client prefers aisle or window seating.
- Record the record locator/confirmation code.

### Ticketing

- Provide three copies (no originals) of travel orders with record locator/confirmation code. One copy only if by fax.
- Non-contract carriers must be approved on the order.
- TDY duty points must appear in Box 11 on DD1610. Leave on travel order does not authorize government rates.
- Four ticketing options available:
  1. Walk-in: Stop by Room 1A864 during office hours, 0800-1430.
  2. Will call: Submit orders at least 24 hours in advance. Note pick-up date and confirmation code on the orders. Pick up tickets at Will Call window.
  3. Delivery (Pentagon only): Submit orders at least 24 hours in advance. Note delivery date, room numbers and confirmation code on the orders.
  4. Electronic ticket: Submit orders at least 24 hours in advance. Note E-ticket and confirmation code on advance. Boarding passes issued at the airport.

### Refunds and Cancellations

- If tickets have been issued, either return tickets prior to first flight date or call to cancel.
- Refunds require three copies of the travel order.
- Refund with ticket re-issue requires six copies of orders.



## Travel Policies

The Comptroller General has ruled that frequent flyer credits earned through official travel are the property of the government and may be used only for official business. The individual will accumulate frequent flyer credits earned through official travel into individual accounts. Upgraded seating and free tickets earned through official travel by enrollees may be used to augment the travel budget.

Use of premium-class other than first-class arrangements may be approved under any of the following conditions:

1. It is certified that it is the only service offered.
2. Coach-class is not available to accomplish the mission.
3. Necessary to accommodate disability or physical impairment.
4. Required for security purposes or exceptional circumstances.
5. Foreign carrier does not provide adequate sanitation or health standards.
6. It results in overall cost savings to the government.
7. Obtained through locally approved redemption of frequent traveler benefits.
8. Paid in full by an accepted non-Federal source.
9. It is for OCONUS flights in excess of 14 hours with no rest stop enroute.
10. Premium class upgrades may also be authorized by the approving official when, consistent with the guidelines of JTR Para 1058, a traveler's schedule requires overnight travel or travel during nonworking hours and official business prior to an adequate rest period.
11. When otherwise authorized by law or regulation.

The government is obligated to use contract carriers, subject to very limited exceptions, regardless of equal or lower fares offered by competing, non-contract carriers on some routes. For non-contract travel, an authorizing official must certify on the order or voucher that:

1. Space or scheduled flights are not available in time to accomplish the purpose of the travel or use of contract service would require the traveler to incur unnecessary overnight lodging costs which would increase the total cost of the trip.

2. The contractor's flight schedule is inconsistent with explicit policies of individual federal departments and agencies or other mandatory users to schedule travel during normal work hours.

3. A non-contract (DoD-approved) carrier offers a lower fare available to the general public, the use of which will result in a lower total trip cost to the government or other mandatory users, to include the combined costs of transportation, lodging, meals and related expenses.

**NOTE: This exception does not apply if the contract carrier offers a comparable fare and has seats available at that fare or if the lower fare offered by a non-contract carrier is restricted to government and military travelers on official business and may only be purchased with a GTR, contractor issued charge card or centrally billed account.**

4. Rail service is available and such service is cost effective and consistent with mission requirements.

5. Smoking is permitted on the contract flight and the non-smoking section of the aircraft for the contract flight is not acceptable to the traveler.

To ensure appropriate accountability, all officials exercising the authority delegated under this policy will maintain records documenting the basis for each decision to approve upgraded seating or excepted use of non-contract carriers.

## **Request for Military Aircraft (MILAIR) Transportation**

Requests for military aircraft transportation for senior OSD component personnel should be addressed to the Executive Secretary for approval and sent/delivered to the Executive Secretariat (Room 3D853) for processing. No cover ACTION MEMORANDUM is required.

Requests for stateside and overseas travel should be submitted at least 14 business days prior to the travel date to allow for Executive Secretariat processing and action.

Requests for team travel (nine or more persons) must be submitted a minimum of 30 days in advance of the travel date.

Use of military air transportation will only be approved when it meets the requirements as specified in DoD Directive 4500.56, DoD Policy on the Use of Government Aircraft and Air Travel. All requests for military air transportation must be signed by the senior traveler, not the military assistant, and must clearly indicate the costs (military versus commercial air) involved for comparison purposes. As a reminder, in accordance with the directive, military aircraft transportation shall not be used if commercial airline or aircraft (including charter) service is reasonably available. Refer to the Directive for examples of exceptions.

After Executive Secretary approval of a travel request:

- All fixed wing and only rotary wing (outside of the local area) requests will be forwarded to Air Force CVAM (CONUS fixed wing: 695-3781), or J-4 LRC (overseas fixed wing: 697-0744) for action.

- Requesters should work directly with the Air Force CVAM for all team travel.

- Approved helicopter flight support outside the DC area must be scheduled and coordinated by the traveler with the installation to be visited.

- C&D staff officers will act as liaison for scheduling local (DC) area helicopter flight support with the appropriate Service airlift office.

- Requesters will receive a copy of Executive Secretariat approval or disapproval as well as telephone notification when coordination is established with the appropriate Service for support.

Operational Support Airlift (OSA) references:

- DoD Directive 4500.43, Operational Support Airlift (OSA), 28 Oct 96.

- DoD Directive 4500.56, DoD Policy on the Use of Government Aircraft and Air Travel, 2 Mar 97.

- Joint Operational Support Airlift Center (JOSAC), Operational Support Airlift User Guide, 27 Feb 98 (<http://ustcweb.safb.af.mil/J3/jalis/osa.html>)

(Date)

**MEMORANDUM FOR THE EXECUTIVE SECRETARY**

**THROUGH:** (Determined by Requester)

**SUBJECT:** Request for Military Transportation

**Traveler(s):** Senior traveler first followed by other travelers; full name, title, DV Code, SSN

**Itinerary:** Andrews AFB, MD to Philadelphia, PA (Smith Airport) [Indicate airport/helicopter location. Indicate fixed/required arrival/departure time; 2 hr. window preferred.]

**Remarks:**

[State purpose of the trip.]

[Statement of why commercial travel is inappropriate or more expensive.]

[Cost comparison if appropriate. Contact the travel office for commercial airfare rates and Air Force CVAM (695-3741) for MilAir costs based on flight time and most suitable aircraft type that will support requirement.]

[Always include the following certification: "This travel meets the criteria of DoD Directive 4500.56, DoD Policy on the Use of Government Aircraft and Air Travel."]

[Include the name of a point of contact (not traveling) with office, home and fax phone numbers. If known, provide a point of contact with office and home phone numbers, DSN, and direct dial, for the planned destination(s). If MilAir is for OCONUS travel, include your message addressee element to ensure you receive a copy of all message traffic related to the travel request and arrangements.]

/Signed by senior traveling official/

**Note:** Signature cannot be delegated

## Joint Awards

### Preparation of Award Recommendations

Award recommendations should be submitted 90 days before the desired presentation date and include the following elements:

- **Narrative** - Defense Distinguished Service Medal (DDSM) and the Defense Superior Service Medal (DSSM) maximum length three single-spaced pages. The Defense Meritorious Service Medal (DMSM), the Joint Service Commendation Medal (JSCM) and Joint Service Achievement Medal (JSAM) maximum length one single-spaced page.
- **Citation** - submitted on bond paper, not more than 16 single-spaced typed lines.
  - Defense Agencies close with "Department of Defense".
  - The Immediate Office of the Secretary of Defense, Offices of the Under Secretaries of Defense and Offices of the Assistant Secretaries of Defense, close with "Office of the Secretary of Defense."
  - When using duty title omit "the" or "an"; use "service as Administrative Assistant,..." not "the..."
  - For compound grade titles such as first lieutenant or staff sergeant, spell out the complete grade title in the opening sentence and use the short title thereafter, e.g., lieutenant, sergeant.
  - Omit parentheses in organization titles; e.g., Under Secretary of Defense (Personnel and Readiness); use Under Secretary of Defense for Personnel and Readiness.
  - When speaking of the CINCs collectively, use Commanders-in-Chief.
  - Numbers one through ten should be written out; 11 and greater are numerical; express dollar amounts as \$200 million.
- **Memorandum** - addressed to Chief, Military Personnel Division, Washington Headquarters Services. The package must be processed through the organizational chain of command before forwarding to the Awards Section.
- **Copies** - include the original plus three.

The approval authority for the DSSM, DMSM, JSCM and JSAM for service members assigned to multilateral and bilateral organizations and other offices within the Executive Branch, Executive Agencies and Departments or independent establishments and Government corporations, is the Director for Administration and Management. The approval authority for the DDSM is the Deputy Secretary of Defense.

Approval authority for the JSAM for Service members assigned to OSD, the DoD Field Activities or the joint DoD activities for which a Principal Staff Assistant has been designated "Executive Agent for the Secretary of Defense," is delegated to the OSD Principal Staff Assistants.

Two copies of the orders are given to the recipient of the award. Recipients are responsible for ensuring that a copy of the award is placed in personnel records.

Award recommendations will be boarded with three senior officers assigned to OSD. Board books will be distributed to the board members every Monday for review.

### Sample Award Recommendation:

MEMORANDUM FOR CHIEF, MILITARY PERSONNEL DIVISION, PERSONNEL AND SECURITY DIRECTORATE, WHS

THROUGH: (if applicable)

SUBJECT: Recommendation for Award of the (as applicable)

Under the provisions of DoD 1348.33-M, the following Service member is recommended for award of the (as applicable):

- a. Grade, name, Service and social security number.
- b. Organization of assignment.
- c. Title and duty assignment at the time of act or service. Include Joint Manpower Program paragraph and/or line number or JDAL number as applicable.
- d. Inclusive dates for which recommended.
- e. Indicate the reason for the submission, e.g., service member is to be reassigned permanent change of station on \_\_\_\_; separated from active duty on \_\_\_\_; or retired from active duty on \_\_\_\_\_. If award is recommended for meritorious achievement, indicate "Impact Award."
- f. Requested date of presentation. Include telephone number and point of contact.
- g. Previous Defense awards and inclusive dates.
- h. No other award for this service member for this action/service is pending and no previous award has been made for the act or service described herein.

Attached is a narrative description of achievement performed or service rendered.

Signature of Recommending Official

Attachments

1. Narrative
2. Citation
3. Supporting Documentation (if appropriate)

## Supporting Narrative

The narrative should be specific and factual, giving concrete examples of exactly what the service member did, how it was done, what benefits or results were realized and why or how such benefits or results significantly exceeded superior performance of duty.

### Sample Citation:

#### JOHN E. DOE

Colonel John E. Doe, United States Air Force, Distinguished Himself By exceptionally superior service as Special Assistant to the President, The White House, from January 1998 to December 2000. The outstanding professional skill, leadership and ceaseless efforts of Colonel Doe resulted in major contributions to the effectiveness and success of various nationally critical programs. Applying extensive knowledge and substantial experience, he aggressively pursued and resolved countless political-military issues and led all efforts to reorganize and focus the staff for greater efficiency. He personally directed several key action groups that made sweeping changes, significantly impacting on the Command's mission and resulting in increased staff efficiencies and resource savings. The distinctive accomplishments of Colonel Doe reflect great credit upon himself, the United States Air Force and the Department of Defense.

### Opening Statement:

- DDSM use exceptionally distinguished service
- DSSM use exceptionally superior service
- DMSM/JSCM/JSAM use exceptionally meritorious service (use exceptionally meritorious achievement for impact awards)

### Closing Statement:

•**PCS/impact award:** The distinctive accomplishments of Colonel Doe reflect great credit upon himself, the United States Air Force and the Department of Defense (Office of the Secretary of Defense). Note: Do not use the word "great" in the closing sentence for the JSAM.

•**Retirement Award:** The distinctive accomplishments of Colonel Doe culminate a (long and) distinguished career in the service of his country and reflect great credit upon himself, the United States Air Force and the Department of Defense (Office of the Secretary of Defense).

•**Separation Award:** The distinctive accomplishments of Major Doe while serving his country reflect great credit upon himself, the United States Air Force and the Department of Defense (Office of the Secretary of Defense).

•**Posthumous Award:** The distinctive accomplishments of Colonel Doe in the dedication of his service to his country reflect great credit upon himself, the United States Air Force and the Department of Defense (Office of the Secretary of Defense).

**Note:** WHS does not prepare citations for activities outside the Immediate Offices of the Secretary and Deputy Secretary of Defense and the Offices of the Principal Staff Assistants. Activities may prepare citations on bond paper, command letterhead, parchment paper or other suitable paper stock

## Unit Awards

A recommendation for the Joint Meritorious Unit Award will consist of the following:

- (a) **Narrative** - The narrative justification must contain specific and factual data about what the activity accomplished, how it was done, what the benefits or results were, and why or how the achievement or service significantly exceeded normal unit duty performance. The narrative justification shall not exceed three single-spaced pages.
- (b) **Citation** - the citation shall be submitted on bond paper, not to exceed 20 typed lines.
- (c) **Personnel roster** - a roster of all eligible personnel must be submitted with each JMUA recommendation to be retained by Military Personnel Division
- (d) **Eligible subordinate unit roster**
- (e) **Copies** - the original plus three copies
- (f) **Endorsing official** - the award recommendations must be endorsed by commanders at all levels.

Authority to award the JMUA is delegated to the OSD Director, Administration and Management. Orders are distributed to the originator of the award. The originator is responsible for notifying those eligible to receive the award after it is approved.

## Military Award Information

Additional information may be obtained from the Military Personnel Division, Washington Headquarters Services, 703-697-5271 and in the January 1999 WHS Joint Awards Guide.

## Civilian Award Information

The Incentive and Honorary Awards Program is covered in DoD Administrative Instruction Number 29 which can be accessed in its entirety through the DoD web site.

## Standards of Conduct

The DoD General Counsel is the Designated Agency Ethics Official (DAEO) for DoD employees, both civilian and military, who serve in the Office of the Secretary of Defense, DoD Field Activities and the Joint Staff. Direct your ethics and standards of conduct questions to:

Standards of Conduct Office

Office of the General Counsel

1600 Defense Pentagon (3D941)

Washington, DC 20301-1600

Telephone: 703-695-3422, 703-697-9309, 703-697-5305

### Most Important Advice

When any issue raises a Standards of Conduct/Ethics question, contact the Standards of Conduct office. The following guidelines are excerpts from the DoD Employees' Guide to the Standards of Conduct. Copies may be obtained from the above location.

## Gifts from Outside Sources

### Don't ask for or accept a gift given:

- Because of your official position, or
- By a prohibited source

### Regardless of exceptions allowing gifts, it is always impermissible to:

- Accept a gift in return for being influenced in the performance of an official act (this is a bribe)
- Solicit or coerce the offering of a gift
- Accept gifts from the same or different sources so frequently that a reasonable person would think you're using your office for private gain
- Accept a gift in violation of statute, for example:
  - soliciting or receiving bribes
  - supplementing your salary from non-Federal sources

### What's a prohibited source?

A prohibited source is any person who is, or any organization a majority of whose members are:

- Seeking official action by DoD
- Doing or seeking to do business with DoD
- Regulated by DoD
- Substantially affected by the performance of your duties

### What's a gift?



- Anything of monetary value.

**What's not a gift?**

- Modest items of food and refreshment (like coffee and donuts) when not served as a meal
- Prizes in contests open to the public
- Greeting cards, plaques, certificates and trophies of little monetary value
- Commercial discounts available to the public or to all Government or military personnel
- Anything the Government buys, acquires by contracts or legally accepts
- Anything for which the employee pays market value

**Otherwise-prohibited gifts that you may keep**

- Gifts valued at \$20 or less, but
  - not cash or investment interests (like stocks)
  - not more than \$50 in total from one source in a year
- Discounts and similar benefits offered to groups that are unrelated to Government employment (such as AARP), or
  - If membership is related to Government employment, you may accept the benefits if they are broadly available to the public through similar organizations
- Gifts motivated by family or personal relationships
- Gifts resulting from outside business activities of employees and their spouses
- Travel and entertainment related to bona fide future employment discussions
- Awards for achievement or meritorious public service and honorary degrees
- Travel benefits and free attendance from political organizations
- Invitations to certain social events, including food and entertainment (not travel)
  - if the event is free to all attendees, and
  - if the sponsor isn't a prohibited source
- Certain gifts of food and entertainment in foreign areas when provided by a person other than a foreign government
- Free attendance provided by a state or local government or civic organization when there is a community relations interest
- Free attendance and food and entertainment provided to all attendees (not travel) provided by a sponsor:
  - of an event on the day that you are speaking or presenting information, or
  - of a widely attended gathering, provided that your supervisor determines that your attendance furthers the Department's programs or operations
- Free attendance, food and entertainment provided to all attendees (not travel) provided by a person other than the sponsor of a widely attended gathering, if
  - more than 100 persons are expected to attend the event
  - the market value of your attendance is less than \$250, and
  - your supervisor determines that your attendance furthers the department's programs
  - employees who are in a position to affect the donor need additional determinations
- Certain educational scholarships and grants (consult a DoD ethics official)

- Gifts accepted under specific statutory authority, such as gifts from a foreign government

**Remember, you don't have to accept a gift. It may be smart, depending on the circumstances, to decline a gift, even when it is allowed.**

**If you are offered a gift you cannot accept, you should:**

- Decline the gift
- Return the gift, or
- Pay the donor the gift's market value

**Subsequent reciprocity is not a solution.**

## **Gifts Between Employees**

Don't accept a gift from an employee who earns less than you (unless you have a personal relationship with the employee, and there is no subordinate - superior relationship).

Don't give a gift to or make a donation toward a gift for your superior or an employee who earns more than you.

**Exceptions to the rule:**

On occasions when gifts are customarily given, you may give to a superior or receive from a subordinate:

- Non-monetary gifts of up to \$10
- Personal hospitality provided at a residence (or an appropriate host/hostess gift), and
- Food or refreshments shared in the office

You may give to a superior to receive from a subordinate an appropriate gift:

- In recognition of a special, infrequent occasion of personal significance, such as marriage, illness, birth of a child, or
- For occasions that terminate the subordinate-official superior relationship, such as retirement, resignation or transfer.
  - You may make a voluntary contribution of up to \$10 toward the purchase of an appropriate gift for an official superior for occasions stated above, or for occasional events like refreshments in the office.
  - For occasions stated above, you may accept a gift from a group that includes a subordinate if the aggregate market value is less than \$300. (Commemorative gifts may exceed \$300).

## **Conflicts of Interest**

You may not officially participate, personally and substantially, in any matter that will directly and predictably affect the financial interests of:

- You
- Your spouse
- Your minor children
- Your general partner

- Organizations with which you're negotiating or making arrangements for future employment, or
- Any organization for which you work or serve as: an employee, an officer, a director, a trustee, or a general partner.

You may be criminally liable if you violate this law. If you think you may have a conflicting financial interest, consult a DoD ethics official to determine the appropriate remedy.

## **Bribery and Graft**

Don't seek or accept anything of value, other than your salary, for being influenced in your official duties.

## **Commercial Dealings Between DoD Employees**

Don't sell or offer to sell to junior personnel (or their families) insurance, stocks, real estate, cosmetics, household supplies, or other such goods and services.

## **Outside Compensation in Matters Affecting Government**

You may not represent anyone other than the Federal Government before a U.S. court or agency if the United States is a party or has a direct and substantial interest in the proceeding.

You may represent yourself in such proceedings, or your parent, spouse, child or any person over whom you have a fiduciary duty, like a guardian.

Modified restrictions also apply to consultants. Check with a DoD ethics official.

## **Supplementation of Federal Salary**

You may not accept compensation from any source except the Government for your services as a Government employee. This rule does not apply if:

- you are a "special Government employee," i.e. a consultant
- you serve without compensation
- your supplementation is a result of a public service award.

## **Impartiality in Performing Official Duties**

Maintain your impartiality. Don't participate in any particular DoD matter involving specific parties:

- that is likely to directly and predictably affect the financial interest of a member of your household, or in which a person with whom you have a "covered relationship" is involved, and
- a reasonable person with knowledge of the relevant facts could question your impartiality.

### **What's a "covered relationship"?**

- A member of your household or a relative with whom you're close
- Someone with whom you have or seek to have a business relationship, other than a routine consumer transaction

- An organization (other than a political party) in which you actively participate
- Someone for whom you had, within the last year, a close business relationship, such as partnership or employment, or
- Someone for whom your spouse, parent, or dependent child has (or seeks to have) a close business relationship, such as partnership or employment.

## **Misuse of Position**

Don't use or permit the use of your Government position, title or any authority associated with your office:

- To induce or coerce another person to provide any benefits
- To imply that DoD or the Government endorses personal activities
- To endorse any product, service or enterprise, except as provided by statute or regulation

Use official time in an honest effort to perform official duties and don't ask subordinates to perform tasks outside their official duties.

## **Activities Outside of Federal Employment**

You may raise funds for organizations in your personal capacity, but you may not use your title, position or authority to fund raise, nor may you solicit subordinates or prohibited sources.

## **Honoraria**

You may accept payment for an appearance, speech or an article that is unrelated to your official duties and that was not prepared on official time.

You may not be paid for speaking, writing or teaching (with certain exceptions) if the activity relates to your official activities. This prohibition includes travel expenses.

## **Political Activities of DoD Employees**

Most Federal civilian employees may actively participate in political campaigns and other partisan activities. However, they may not engage in such activities on duty or in any Federal workplace, vehicle or while in uniform. The Hatch Act loosened restrictions on political activity for most Federal civilian employees, but Federal laws still limit the political activities of military personnel, law enforcement, national security and SES employees. Questions regarding application of the Hatch Act or political activities should be referred to a DoD ethics official.

## Procedures

The following information is intended to assist as you interact with the Office of the Secretary of Defense.

### Day Book Read-Aheads

Day Books are prepared to provide the SecDef and DepSecDef information in preparation for the next day's meetings/events. Military Assistants receive an updated spreadsheet daily by e-mail that lists meetings for which read-aheads are required and identifies the agency responsible for providing the information. Questions should be directed to the Secretariat Writing Team at 703-614-7744. Guidelines for read-ahead preparation and submission are provided.

- Normally a read-ahead will be in Information Memorandum format.
- The maximum length per subject is two pages. If additional background information is required, it should be attached as tabs.
- For SecDef meetings, an original +12 copies must be submitted. For DepSecDef meetings, the requirement is an original +10 copies. All copies must be three-hole punched (but not stapled) prior to delivery.
- Read-aheads are due by 1200 hours the day before the meeting. If, by deadline, it has not been approved by the Principal or Deputy of the responsible agency, draft copies should be provided with the understanding that the approved version will be forwarded as soon as possible.
- Read-aheads should be delivered directly to the Secretariat Writing Team in Room 3B960. DO NOT put read-ahead material in the correspondence system to be controlled.

### Secretary and Deputy Secretary of Defense Schedule Requests

All schedule requests for the Secretary and Deputy Secretary should be submitted to the Executive Assistant to the Principal concerned. Tentative scheduling made by telephone with the Executive/Confidential Assistant to either the Secretary or Deputy Secretary should be immediately followed by a formal schedule request to the appropriate Executive Assistant.

Schedule requests should be processed through the CCD in an original and three copies. All schedule requests for the Secretary or Deputy must include an Assistant to the Secretary for Protocol (OSD Protocol) coordination. Short-fused requests may be hand-carried directly to the Executive/Confidential Assistant to the Secretary or Deputy Secretary of Defense (as appropriate).

The format and information required to submit schedule requests to the Secretary and Deputy Secretary of Defense are provided. Use the fields "Reason/Purpose" as appropriate to the schedule request.

(Date)

**SCHEDULE PROPOSAL**

**TO:** (NAME), EXECUTIVE ASSISTANT TO THE (POSITION)

**THROUGH:** Reporting chain, as appropriate

**FROM:** Executive level or equivalent official's name, title and phone number.

**PURPOSE:** This line should indicate "SecDef has agreed to meet with/speak to..." or a brief description of the purpose of the meeting, such as to inform the SecDef on a subject, reach a decision on an issue, satisfy a congressional request for a meeting, etc.

**BACKGROUND:** Information on the subject and participants.

**PREVIOUS PARTICIPATION:** Any previous participation in this type of event, or with this group.

**DATE AND TIME:** Proposed date(s), time(s) and duration

**LOCATION:** Where event will occur

**PARTICIPANTS:** List participants, attach separate list if lengthy

**OUTLINE OF EVENTS:** Brief description of sequence of events, e.g., awardees are escorted to office, brief remarks, present award(s), awardees are escorted from office, etc.

**REMARKS REQUIRED:** Indicate if brief remarks or a speech is required, or if not, state so. State whether originating office or Public Affairs speech writers should prepare remarks.

**MEDIA COVERAGE:** Usually none, or DoD official photographer only. If public media are invited, indicate type of coverage, e.g., TV (live or tape), photographers, press.

**CONTACT:** List names and phone number of DoD POCs.

**COORDINATION:** List DoD officials who concur or nonconcur and why. Coordination with the Assistant to the Secretary of Defense for Protocol (Rm 3E921) is mandatory.

**DECISION:**

Hold Open \_\_\_\_\_ Approve \_\_\_\_\_ Decline \_\_\_\_\_ Other \_\_\_\_\_

**Secretary of Defense Weekly Meetings**

	0830-0900	0900-0930	1200-1300	1430-1600	1630-1730	1745-1815
Mon	Top Four SecDef/ DepSec, CJCS, VJCS	DCM SecDef, DepSec, USD(A&T), USD(P) USD(C), USD(P&R) PDUSD(P), ASD(PA) ASD(LA), GC Spec Asst to SecDef Spec Asst to DepSec SecDef Sr MA DepSec Sr MA ExecSec, SecDef MA DepSec MA	ABC Lunch			Meeting with DepSecDef
Tues				Principal's Committee Meeting		
Wed	Foreign Policy Breakfast					
Thur	Top Four SecDef/ DepSec, CJCS, VJCS				Tank SecDef DepSec CJCS & Chiefs, USD(P) PDUSD(P)	
Fri				Principal's Committee Meeting		

DepSecDef weekly commitments in addition to those noted above:

**DepSecDef Additional Weekly Meetings**

	0815-0830	1000-1130	1200	1430-1600
<b>Mon</b>	<b>Intel Brief</b> <b>DepSecDef</b> <b>Sr MA</b>			
<b>Tues</b>			<b>Deputies' Lunch</b>	
<b>Wed</b>		<b>Deputy</b> <b>Committee</b> <b>Meeting</b>		
<b>Thurs</b>				<b>Deputy</b> <b>Committee</b> <b>Meeting</b>
<b>Fri</b>				

## Weekly Activity Reports

The weekly reporting process is intended to provide the President with a clear and succinct report of recently completed and, most importantly, projected activities. When in doubt, emphasis should be placed on future events.

• The following are suggested format and stylistic considerations provided by the White House for the Weekly Report:

- Key Department News
- Agency Work on Presidential Initiatives
- Notable Congressional Activity
- Secretary's Schedule
- Sub-Cabinet Schedule
- Press/Media Inquiries
- FOIA Requests
- Climate Change
- Major Grants and Contracts

• Every paragraph should be bulleted and have a short title in bold print followed by a colon.

• Each bullet should be self-contained: include a sentence of content or background; describe the situations/issues; then, conclude who is affected and their likely response.

• Do not use first person; instead use third person e.g., "the Secretary" or "Secretary Cohen."

• Refer to the President as "You".

• When stating dates, do not include days of the week or this year. References to previous years should be included.

• Do not use words like today or tomorrow, instead insert precise dates.

• Abbreviate all States, e.g. AL, AK, AZ.

• When referring to offices, use the full name followed by the abbreviated name in parenthesis. Thereafter the abbreviated name will suffice.

• Publication and television programs should be *italicized*.

• Do not use reporters' names; instead use the name of the news organization, publication or program that is involved.

• When referring to elected officials, do not use annotations such as (D-MN) after their names.

• When referring to Congressional bills, use the name of the bill such as the Helms-Burton Bill without references such as H.R. 927.

In order to meet the White House deadline, reports are requested to be turned in by 1200, Monday, to the Assistant to the Special Assistant, 3E880 (692-7113). The requirement is for an original + four, Microsoft Word, Arial Font, 12 pitch. Please do not staple.



## SecDef Cable Division

The Cable Division serves as the focal point for the receipt, dispatch and reference source of electronically transmitted messages for the offices of the Secretary of Defense, Deputy Secretary of Defense and their principal staff assistants in the immediate office of the Secretary. The division maintains direct communications with all key members of the personal staff of the Secretary, Deputy Secretary, Special Assistants, the Chairman of the Joint Chiefs of Staff, the Executive Secretariat, the Operations Center of the Department of State and the White House Situation Room. The Division operates on a 24-hour basis and is responsible for ensuring expeditious notification when urgent communications are received through its sources. In time-sensitive situations, the Watch determines whom should be notified of information received, e.g. other members of the OSD Staff, Secretaries of the Military Departments or other agencies of the federal government.

The Cable Division has primary responsibility for providing the Secretary, the Deputy Secretary and Special Assistants with an information management service based on selective screening and distribution of electronically received documents according to subject matter, content of material, current political and military context, and current and projected areas of interest. The Watch is responsible for the expeditious:

- Review and analysis of all electronic messages received for the Secretary of Defense and the immediate office staff.
- Administrative processing of outgoing messages (including ALDODACT messages) for the Secretary, Deputy Secretary and Special Assistants.
- Receipt, distribution and control of all NODIS (No Distribution), Roger Channel (State Department Intelligence Traffic) and Privacy Channel (Personal for the Secretary) messages provided to DoD by the Department of State.
- Dissemination and transmission of documents received over the WASHFAX (Washington Facsimile System) from the White House, State Department, CIA and other terminals.

The Cable Division also provides communication support to the Secretary and Deputy Secretary when traveling in CONUS and abroad. Communications support consists of secure and nonsecure teleconferencing capabilities and data and facsimile communications. Additionally, it provides 24-hour nonsecure and secure teleconferencing support and after-duty-hours telephone answering service for the immediate offices of the Secretary and Deputy Secretary of Defense and designated key members of their staffs.

Often, a USD, ASD or DASD finds it necessary to forward documents to the Secretary or Deputy while they are traveling. The Cable Division is the focal point for this coordination. Before any traffic can be sent to either the Secretary or Deputy Secretary, approval **must** first be obtained from one of their Military Assistants. In the event that an MA is unavailable, the Executive Secretary or Acting Executive Secretary may be contacted.

Cable Division can be reached 24 hours a day at 703-692-7000 or DSN 222-7000.

## SecDef Travel

The Executive Secretariat Special Projects Office is responsible for executing the travel missions of the Secretary of Defense and Deputy Secretary of Defense. The office is manned by three military assistants who are responsible for planning and coordinating all aspects of travel by the Secretary and Deputy Secretary to domestic venues outside the metropolitan Washington area and overseas. The trip coordinators interface with the Secretary's immediate office, the OSD Staff, the Joint Staff, Service staffs, U.S. embassies, major U.S. military commands and host nations. They are responsible for producing the delegation roster, trip "snapshot," and detailed itinerary, as well as coordinating and synchronizing the security, communications, protocol, policy, public affairs and transportation aspects of the travel. The trip coordinator briefs the Secretary/Deputy Secretary on the travel plan prior to departure.

## Trip Guidance

A successful SecDef trip requires the cooperation of each member of the Secretary's delegation and adherence to the following guidelines:

- Take aboard the aircraft cabin only those items required in flight or immediately upon arrival. On multiple stop trips, take only those items needed for the next stop.
- On arrival, exit the aircraft expeditiously. Unless you are participating in the welcoming ceremonies, move immediately to your assigned motorcade vehicle. On departure, board the aircraft well ahead of the Secretary.
- At the hotel, complete check-out and move to the motorcade departure area at least 10 minutes before the scheduled departure. Members of the delegation should be off the floor before the Secretary leaves his room. Only the senior policy official, the Chief of Staff, the Senior Military Assistant, and security should accompany the Secretary in the elevator.
- Identify your motorcade vehicle early. Load carry-on baggage and board the motorcade before the Secretary enters his vehicle.
- Do not use Staff Van 1. This vehicle is reserved for the assistant for personal security, the photographer, the communicator and the trip coordinator.
- Comply with the baggage notice instructions provided at each RON location. Direct any baggage questions to the staff assistants for personal security or the trip coordinator.
- Take required administrative supplies. Computers, printers, electrical adapters, paper, letterhead stock and other supplies are not provided. Often, the embassy control room makes available a copier, fax and international direct dial telephones.
- Restrict use of the communications control room to secure telephone calls that cannot be made elsewhere. Use the embassy control room or office calling card for unsecure calls.
- Do not use the international direct dial line in the security control room when the Secretary is in his suite. This line is for the Secretary's use.
- Maintain control of classified material. The security control room provides space for secure storage, however, within the control room, classified should be stored in appropriate briefcases, "bricks," or footlockers. Do not leave loose classified material in the room.
- Notify the trip coordinator if you will miss any motorcades or otherwise separate from the body of the delegation.
- Direct any questions about the trip to the trip coordinator.

## OSD Correspondence

### SecDef and DepSecDef Correspondence

The Directorate for Correspondence and Directives (C&D) has overall responsibility for establishing correspondence management policy and publishing guidance for the Office of the Secretary of Defense.

The C&D publishes Administrative Instruction No.7 (AI-7), *Manual for Written Material*. This AI applies to the Offices of the Secretary of Defense (OSD) and activities receiving administrative support from Washington Headquarters Services. AI-7 establishes correspondence management policy and describes administrative processes and procedures for the C&D Correspondence Control Division (CCD). This guide provides the approved methods for preparing and submitting OSD correspondence. In addition, AI-7 provides general guidance on grammar, punctuation and editing unique to government writing.

**All incoming and outgoing material, classified and unclassified, directed to the Secretary and Deputy Secretary of Defense must be processed through the CCD. All OSD Components should establish channels and procedures to this end. Note: OSD Components are defined as the Offices of the Secretary of Defense, the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Defense Agencies, and activities receiving administrative support from the OSD.**

### Exceptions to the C&D Process

The following materials for the SecDef or DepSecDef do not require initial processing by C&D:

- Items for Day Books
- Retirement Letter Requests to WHMO
- Intelligence Daily Summaries
- J-3 Operational Summaries (Daily and Weekly)
- Weekly Activity Report Submissions
- Notification to White House of service member deaths
- Extremely "HOT" communications requiring SecDef/DepSecDef attention (within two hours). The Executive Secretariat will identify these actions and take them directly to the Secretary or Deputy Secretary of Defense. Correspondence and Directives will control these actions after they have been acted upon.

Day Book items should be delivered to Room 3B960 and other actions listed should be taken to the Executive Secretariat in Room 3D853.

The memorandum is the basic form of correspondence used to request a decision from or transmit information to the Secretary and Deputy Secretary of Defense. Samples of a memorandum with multiple OSD addresses, an Action Memorandum and an Information Memorandum are provided.

**MEMORANDUM FOR SECRETARY OF DEFENSE/DEPUTY SECRETARY OF DEFENSE**

**THROUGH:** (Position Title) (Addressee signs or initials and dates this line)

**FROM:** (Position Title) (Originator signs or initials and dates this line)

**Prepared by:** (Name, Office symbol, Extension) (Do not use voice mail phone number)

**SUBJECT:** (Brief Subject) - ACTION MEMORANDUM

**Purpose:** Concisely state problem or issue. Urgent or immediate action issues should be flagged here.

**DISCUSSION:** Action memorandums shall be short, to the point and one page. They may include a brief recital of the issues involved, important background information to include a description of the action-forcing event, the Agency's position on the matter, an analysis of the impact of any decision, etc. Attach additional staff prepared discussions, the outgoing signature item(s) (when appropriate), incoming tasker(s) and any other pertinent information that may be needed to make an intelligent, informed decision. Tab all attachments.

**COORDINATION:** Office symbol(s) and initials or indicate location at tab.

**RECOMMENDATION:** Carefully framed recommendation consistent with information provided.

**Attachment(s):** (As required)

As Stated

**(Appropriate Principal) DECISION:**

**APPROVED** \_\_\_\_\_

**DISAPPROVED** \_\_\_\_\_

**OTHER** \_\_\_\_\_

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**MEMORANDUM FOR SECRETARY OF DEFENSE****DEPUTY SECRETARY OF DEFENSE****THROUGH:** (Position Title) (Addressee signs or initials and dates this line)**FROM:** (Position Title) (Originator signs or initials and dates this line)**Prepared by:** (Name, Office Symbol, Extension) (Do not use voice mail phone number)**SUBJECT:** (Brief Subject) - INFORMATION MEMORANDUM

**PURPOSE:** Concisely state need for the memorandum, e.g., respond to specific request; update on an issue; status report on current issue; summarize a report, etc.

**DISCUSSION:** Information memorandums shall be short, to the point and one page. They may include statements concerning a situation or subject; new or probable developments; interpretative comments, a summary of attached reports, etc. When additional detailed information is required, the material should be provided as attachments and referenced in the body of the short cover memorandum. Any taskers should be attached. Tab all attachments.

Basic guidance regarding font, size of type, margins, etc., can be found in Administrative Instruction No. 7. Margins are aligned left and either block or indented as space allows. Format elements may vary depending on the subject involved, e.g., background or options versus discussion. All memoranda should be addressed to both the Secretary and Deputy Secretary of Defense unless specifically for the Deputy Secretary. Ensure all levels sign/initial the cover memorandum and coordinations are completed and properly annotated prior to forwarding.

**Attachment(s):** (as required)

As stated

## Use of SD Form 391

The SD Form 391 is used to advise C&D of all actions taken on a particular suspense. When the type of action is **Prepare Reply for SecDef (PRRS)**, **Prepare Reply for DepSecDef**



CORRECTED COPY  
DEPARTMENT OF DEFENSE  
WASHINGTON HEADQUARTERS SERVICES  
1155 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1155



April 26, 2000

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
UNDER SECRETARIES OF DEFENSE  
DIRECTOR, DEFENSE RESEARCH AND ENGINEERING  
ASSISTANT SECRETARIES OF DEFENSE  
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE  
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE  
DIRECTOR, OPERATIONAL TEST AND EVALUATION  
ASSISTANTS TO THE SECRETARY OF DEFENSE  
DIRECTOR, ADMINISTRATION AND MANAGEMENT  
DIRECTORS OF THE DEFENSE AGENCIES  
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Listing of Addressees and Addressing DoD Memorandums

The addressee section of this memorandum shows the correct format for organizational titles and the complete order of listing for multiple-addressee memorandums. Normally, a complete listing will not be necessary, but the titles should be used in the order shown for any memorandum directed to two or more addressees.

For multiple-addressee and distribution purposes, the following officials are included within the title indicated above:

(1) Under Secretaries of Defense include: The Under Secretary of Defense for Acquisition, Technology & Logistics; Under Secretary of Defense for Policy; Under Secretary of Defense (Comptroller/Chief Financial Officer); and Under Secretary of Defense for Personnel and Readiness.

(2) Assistant Secretaries of Defense include: Command, Control, Communications and Intelligence; Force Management Policy; Health Affairs; International Security Affairs; Legislative Affairs; Public Affairs; Reserve Affairs; Special Operations/Low Intensity Conflict; and Strategy and Threat Reduction.

(3) Assistants to the Secretary of Defense include: Chief of Staff to the Secretary of Defense; Special Assistants to the Secretary and Deputy Secretary of Defense; The Executive Secretary of the Department of Defense; the Assistant to the Secretary of Defense (Nuclear, Chemical, and Biological Defense Programs); the Assistant to the Secretary of Defense (Intelligence Oversight); the Advisor to the Secretary of Defense for Net Assessment; the Director, Program Analysis and Evaluation; the Defense Advisor, U.S. Mission to NATO; the Director, Small and Disadvantaged Business Utilization; and the Assistant to the Secretary and Deputy Secretary of Defense for Protocol, as well as such other assistants as may be designated from time to time by the Secretary or Deputy Secretary of Defense.



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(4) Directors of the Defense Agencies include the Directors of the: Ballistic Missile Defense Organization; Defense Advanced Research Projects Agency; Defense Commissary Agency; Defense Contract Audit Agency; Defense Contract Management Agency; Defense Finance and Accounting Service; Defense Information Systems Agency; Defense Intelligence Agency; Defense Legal Services Agency; Defense Logistics Agency; Defense Security Cooperation Agency; Defense Security Service; Defense Threat Reduction Agency; National Imagery and Mapping Agency; and National Security Agency/Central Security Service.

(5) Department of Defense Field Activities include the Directors of the: American Forces Information Service; Defense Prisoner of War/Missing Personnel Office; Department of Defense Education Activity; Department of Defense Human Resources Activity; Office of Economic Adjustment; TRICARE Management Activity; and Washington Headquarters Services.

When addressing memorandums to only two of the Secretaries of the Military Departments, list the individual Secretaries in the following order: (1) Secretary of the Army; (2) Secretary of the Navy; and (3) Secretary of the Air Force.

When addressing memorandums to two or more but not all Under Secretaries of Defense, list the individual Under Secretaries in the following order: (1) Under Secretary of Defense for Acquisition, Technology and Logistics; (2) Under Secretary of Defense for Policy; (3) Under Secretary of Defense (Comptroller/Chief Financial Officer); and (4) Under Secretary of Defense for Personnel and Readiness.

When addressing memorandums to two or more but not all Assistant Secretaries of Defense, Directors of the Defense Agencies, and the Directors of Department of Defense Field Activities, they should be listed separately, by title, in alphabetical order.

When appropriate, the Commanders of the Combatant Commands will be listed after the Director, Operational Test and Evaluation and before the Assistants to the Secretary of Defense.

This supersedes my memorandum dated November 2, 1998.

  
D. O. Cooke  
Director

**(PRD), Reply Direct – Component Head (RDC), Answer SecDef Note (ASN), Answer DepSecDef Note (ADN), or Answer Military Assistant Note (AMN)** and action cannot be completed on time or a downgrade or redirect is requested, the action office is required to forward a completed SD Form 391 not later than the date of the suspense and validated by the Principal or Deputy, or Senior Military Assistant. The SD Form 391 should include justification for the action being overdue and the expected date of completion (EDC). These types of actions will be forwarded by C&D through the Executive Secretary to the office of the Deputy Secretary for approval/disapproval. Completed SD Form 391 for all other assigned actions, e.g. **For Appropriate Action (FAA), Reply Direct (RD), and Comments and Recommendations (C&R)** require the signature of the military/executive assistant or higher level.

The focus remains timely replies with no automatic suspense extensions. Under extenuating circumstances, the head of the DoD component, or in his or her absence the Principal Deputy/Senior Military Assistant, may submit a written extension request to the DepSecDef. Professional courtesy requires an interim response be provided in these limited instances. A signed and dated copy of interim and final replies to controlled correspondence shall be provided to C&D.

## Suspense Requirements

OSD suspense standards are:

- 24 hours for correspondence directly from the President or the White House Chief of Staff.
- Five workdays when action is Comments and Recommendations (C&R).
- Five workdays for Secretary of Defense Priority Action (SDPA) and DSD Priority Action (DSPA) items.
- Six workdays for replies to White House referrals.
- Ten workdays for replies prepared for the Secretary and Deputy Secretary of Defense Signature (PRS/PRD) when action is assigned to the OSD or the JCS staff.
- Thirteen workdays for replies prepared for the Secretary and Deputy Secretary of Defense Signature (PRS/PRD) when action is assigned to the Military Departments or the Defense Agencies.
- Ten workdays for actions assigned as Reply Direct (RD) or For Appropriate Action (FAA) when assigned to the OSD or the JCS staff.
- Twelve workdays for actions assigned as Reply Direct (RD) or For Appropriate Action (FAA) when assigned to Military Departments or the Defense Agencies.



<b>SECRETARY OF DEFENSE CORRESPONDENCE ACTION REPORT</b>			
This form must be completed and forwarded to the Correspondence Control Division (CCD), WHS Room 3A948. Suspense Desk: (703) 697-9287 FAX Number: (703) 695-1219 Email: <a href="mailto:suspense_desk@osd.pentagon.mil">suspense_desk@osd.pentagon.mil</a>			<b>Action Agency</b> <input style="width: 100%;" type="text"/>
			<b>Suspense Date</b> <input style="width: 100%;" type="text"/>
<b>1. ACTION TAKEN (Check one)</b>			
<input type="checkbox"/>	a. ACTION HAS BEEN COMPLETED (Copy attached)		
<input type="checkbox"/>	b. REQUEST EXTENSION OF SUSPENSE DATE TO <input style="width: 100px;" type="text"/> (Justify below)		
<input type="checkbox"/>	c. INTERIM REPLY HAS BEEN SENT (Copy attached) EXTEND SUSPENSE TO <input style="width: 100px;" type="text"/> (Justify below)		
<input type="checkbox"/>	d. REQUEST CANCELLATION (Justify below)		
<input type="checkbox"/>	e. REQUEST TRANSFER TO <input style="width: 150px;" type="text"/> (Justify below /include POC Name & Phone Number)		
<input type="checkbox"/>	f. REQUEST DOWNGRADE TO <input style="width: 150px;" type="text"/> (Justify below)		
<b>2. JUSTIFICATION</b>			
<b>3. REPORTING AGENCY</b>			
<b>a. ACTION AGENCY</b> <input style="width: 100%;" type="text"/>		<b>c. APPROVING AUTHORITY</b> (Service Secretary/Under Secretary/ASD/Military/Executive Assistant Level)	
<b>b. NAME OF ACTION OFFICER</b> <input style="width: 100%;" type="text"/>		Signature <input style="width: 150px;" type="text"/>	Date Signed <input style="width: 100px;" type="text"/>
<b>c. TELEPHONE NO.</b> <input style="width: 100%;" type="text"/>	<b>5. ACTION TAKEN</b> (For EXSEC/ Correspondence Control Division Use Only)		
<b>d. DATE</b> <input style="width: 100%;" type="text"/>	<b>a. EXT</b>	<input type="checkbox"/> Approved	<input type="checkbox"/> Disapproved
	<b>b. CANX</b>	<input type="checkbox"/> Approved	<input type="checkbox"/> Disapproved
	<b>c. DWNGRD</b>	<input type="checkbox"/> Approved	<input type="checkbox"/> Disapproved
<b>4. CCD CONTROL #</b> <input style="width: 100%;" type="text"/>	<b>d. TRANSFER</b>	<input type="checkbox"/> Approved	<input type="checkbox"/> Disapproved
	<b>e. OTHER (Specify)</b> <input style="width: 200px;" type="text"/>		
	Signature <input style="width: 150px;" type="text"/>		Date Signed <input style="width: 100px;" type="text"/>

## Suspense Management

Following is the Executive Secretary's guidance on suspense management:

Completed suspense items awaiting signature by the Secretary of Defense, the Deputy Secretary of Defense or the Executive Secretary (ES) will not be considered overdue in the report to Principals reflecting agency processing time.

Packages forwarded without required coordination(s) will not be accepted by C&D. If the action agency has difficulty in obtaining coordination, the following actions may be appropriate:

- Submit SD Form 391, signed by the Principal Deputy, requesting an extension and indicate the reason for the delay and a realistic date for completion. Be specific and detailed enough to assist the Executive Secretary and the Office of the Deputy Secretary in making a decision.

- When required, contact the ES Military Assistant (MA) who works with your account for assistance. The MA will work with the component responsible for the coordination. If ES determines that the coordination delay is within the control of the coordinating agency, that agency may be formally tasked through C&D for primary action. If the action is a "red tag" or extremely time sensitive, ES will determine whether the package will be accepted without the required coordination.

- When completing an action is contingent on a decision from an outside-DoD source, e.g., Congress, OMB, etc., the SD Form 391 should request a new suspense date based on the expected decision. Use an interim reply to let the constituent/writer know a final answer will be provided.

The Executive Secretariat will provide assistance but is not responsible for effecting coordination or resolving staff conflicts.

## Report of Overdue Correspondence

A sample page of the C&D Report of Overdue Correspondence and an explanatory legend to assist in reading the report are provided.

This report is distributed to OSD Components on Friday of each week. MA/EA and Administrative Officers should review the listing and take appropriate action to complete taskings that are overdue, close taskings that are complete but still listed and inquire about those of priority action that are working. **Priority actions are: White House cases, SECDEF and DEPSECDEF notes; Prepare Reply for Secretary (PRS), Prepare Reply for Deputy (PRD) cases, Congressionals and Comments and Recommendations (C&R).**

Note that cases remain open until the case/response is signed and C&D receives a copy of the response or the action is completed/cancelled via SD Form 391. Also note the "Status" column of the report provides any C&D known action regarding a particular case--action changes, interim replies, etc.

This report serves as an organizational management tool. Its overriding purpose is to assist in meeting the SecDef's goal of providing quality, timely responses to all correspondents.

## Report of Due or Overdue Correspondence

Control Number	FROM	SUBJECT	TYPE ACT ACT AGY	DOC	DOR	SUSPENSE DATE	STAT JS	Ass of: 7/28/2000
U06771-00	OMB MATHEWS	YEAR 2000 INVENTORY OF COMMERCIAL ACTIVITIES	RD USA	4/27/2000	5/10/2000	6/26/2000		
U08377-00	MOC EHLERS, V	ELAINE BISHOP WRITE CONCERNING A DOD GRANT TO FUND THERAPEUTIC TOUCH RESEARCH AT UNIVERSITY OF ALABAMA	RD USA	5/26/2000	6/12/2000	6/26/2000		
U08875-00	CALIFORNIA GOVERNOR DAVIS	REQUEST TO DISCUSS THE ADVANTAGES TO DOD FOR CONDUCTING A FULL COST-COMPARISON STUDY OF JOINT STRIKE FIGHTER JSF FINAL ASSEMBLY	PKS USA	6/12/2000	6/20/2000	7/7/2000		ACTION TRANSFERRED FROM SAF TO USA 06/21/00
U09124-00	USS BOXER, B	REQUEST DOD TAKE LEAD IN SOLVING UNEXPLODED ORDNANCE DISPOSAL PROBLEM AT CLOSED MILITARY BASES	RDC USA	6/13/2000	6/26/2000	7/11/2000		TSA DISAPPROVED REQUEST FOR EXTENSION TO 07/23/00 ON 07/20/00
W00654-00	WFI PODESTA	ISSUE OF RESEARCH AND DEVELOPMENT R&D FUNDING IN DOD	PRD USA	6/30/2000	7/6/2000	7/14/2000		

**LEGEND FOR REPORT OF DUE OR OVERDUE CORRESPONDENCE**

Report Date: (Date report is prepared)			As of: (Due 7 days after Report Date)					
CONTROL NUMBER	FROM	SUBJECT	TYPE ACT	ACT AGY	DOC	DOR	SUSPENSE DATE	STATUS
U _____ (Unclassified Case)	USS (Senator)	Brief Subject	PRS (Prepare Reply for Secretary)	(Agency symbol)	Date of Correspondence	(Rcd in CCD)	(Suspense Date)	(Suspense Status Information)
X _____ (Classified Case)	MOC (Congressman)		PRD (Prepare Reply for Deputy Secretary)					
W _____ (White House Case)	Company Name		RDC (Reply Direct - Component Head Must Sign) (Provide copy To CCD)					
N _____ (NATO Case)	Individual Name		RD (Reply Direct - Provide Copy to CCD)					
			FAA (For Appropriate Action) (Advise CCD via SD 391)					
			C&R (Comments & Recommendations)					
			ASN (Answer SecDef Note)					
			ADN (Answer DepSecDef Note)					
			AMN (Answer MilAst Note)					

**NOTE:** Suspense cases are not closed until signed or approved by the Principals

## Classified Correspondence

All classified Secretary and Deputy Secretary of Defense signature items must be marked with the highest level of classification for the material on that page (Confidential, Secret, or Top Secret with all appropriate caveats) at the top and bottom of each page. Mark the first page of the document with the highest overall classification of the contents of the total document. Paragraph markings, classification authority, and declassification instructions must be applied to classified material as described in E.O. 12958.

The following is basic classification/declassification guidance:

- Originally Classified Information

Classified by: Name/Personal Identifier and Position Title

Reason: (Cite Category from E.O. 12958, para 1.5)

Declassify on:

- A date/event less than 10 years,
- 10 years from original classification decision, or
- Exemption category from E.O. 12958, para 1.6(d)

- Derivatively Classified Information

Derived from:

- Cite identity of source document or Classification Guide, or
- Enter: "Multiple Sources"

Declassify on:

- Carry forward instructions from source document, from Classification Guide, or
- More than one source, enter the longest duration of any of its sources, or
- If source document(s) declassification instructions are OADR, enter: "Source

Marked OADR, Date of Source\_\_\_\_\_ " (use date of most recent source)

DoD 5200.1-PH, A Guide to Marking Classified Documents, provides illustrated guidance on the application of security markings to documents prepared by the Department of Defense.

Signature packages not in compliance with the foregoing guidance will be returned to the originating office for correction.

Questions regarding this requirement should be directed to the C&D, Classified Control Branch, 697-6131.

## White House Correspondence

Following are general guidelines for correspondence to the White House:

- Correspondence to the President, the Vice President, the Chief of Staff to the President, or the Assistant to the President for National Security Affairs shall be prepared for the signature of the Secretary of Defense or the Deputy Secretary of Defense.
- Routine staff-to-staff written communications with the White House should be prepared for forwarding by the Executive Secretary of the Department of Defense to the Deputy Assistant to the President and Director, White House Military Office, the Executive Secretary of the National Security Council, or the Assistant to the Vice President for National Security Affairs.

The correct form of address and salutation when corresponding with the President and Vice President of the United States:

President William Jefferson Clinton The White House 1600 Pennsylvania Avenue Washington, DC 20500  202-456-1414	Dear Mr. President
Vice President Albert Gore, Jr. Old Executive Office Building Washington, DC 20501  202-456-2326	As Vice President: Dear Mr. Vice President  As President of Senate: Dear Mr. President

## Distribution for White House Military Office (WHMO)

Many documents are routed daily to the White House for action or information. Although most documents are clearly marked or addressed to ensure that they go to the appropriate White House agency, some documents are inadvertently delivered to the White House Situation Room which should have gone to WHMO.

The following documents are routed directly to WHMO:

- 3-star and 4-star nominations and retirements
- Promotion lists for military officers
- Actions involving scheduling an event for the President or the Vice President
- Invitations for the President and the Vice President
- Awards
- Actions not dealing with policy making
- Recommendations of a non-NSC nature
- Arlington National Cemetery actions
- Proposed Presidential greetings, messages and letters
- Presidential support assignments

## Correspondence to Cabinet Members/Administration Officials

The following list may be used when preparing SecDef/DepSecDef correspondence to other cabinet members/administration officials when it is appropriate to reply using a first name. Normally, DepSecDef does not use first name replies to these officials.

### Salutation on Correspondence Signed by SecDef

Honorable Madeleine K. Albright  
Secretary of State  
2201 C Street, NW  
Washington, DC 20520  
202-647-4000

Dear Madeleine:

Honorable Lawrence H. Summers  
Secretary of the Treasury  
Room 3330  
1500 Pennsylvania Avenue, NW  
Washington, DC 20220  
202-622-5300

Dear Larry:

Honorable Janet F. Reno  
Attorney General  
Room 4545  
950 Pennsylvania Avenue, NW  
Washington, DC 20530-0001  
202-514-2000

Dear Janet:

Honorable Dan Glickman  
Secretary of Agriculture  
Room 200A Whitten Building  
1400 Independence Avenue, SW  
Washington, DC 20250  
202-720-2791

Dear Dan:

Honorable Norman Y. Mineta  
Secretary of Commerce  
14th Street & Constitution Avenue, NW  
Washington, DC 20240  
202-208-7351

Dear Norman:

**Salutation on Correspondence Signed by SecDef**

Honorable Richard W. Riley  
Secretary of Education  
Room 7W301  
400 Maryland Avenue, SW  
Washington, DC 20202  
202-401-3000

Dear Dick:

Honorable Bill Richardson  
Secretary of Energy  
1000 Independence Avenue, SW  
Washington, DC 20585  
202-586-6210

Dear Bill:

Honorable Donna E. Shalala  
Secretary of Health and Human Services  
Room 615F  
200 Independence Avenue, SW  
Washington, DC 20201  
202-619-0257

Dear Donna:

Honorable Andrew M. Cuomo  
Secretary of Housing and Urban Development  
451 7th Street, SW  
Washington, DC 20410  
202-708-0417

Dear Andy:

Honorable Bruce Babbitt  
Secretary of Interior  
1849 C Street, NW  
Washington, DC 20240  
202-208-7351

Dear Bruce:

Honorable Alexis M. Herman  
Secretary of Labor  
200 Constitution Avenue, NW  
Washington, DC 20210  
202-693-6000

Dear Alexis:

Honorable Rodney E. Slater  
Secretary of Transportation  
Suite 10200  
400 7th Street, SW  
Washington, DC 20590

Dear Rodney:



**Salutation on Correspondence Signed by SecDef**

Honorable Togo E. West  
Secretary of Veterans Affairs  
810 Vermont Avenue, NW  
Washington, DC 20420  
202-273-5400

Dear Togo:

Honorable George J. Tenet  
Director of Central Intelligence  
Office of the Director  
Washington, DC 20505  
703-482-1100

Dear George:

Honorable Jacob Lew  
Director, Office of Management and Budget  
Old Executive Office Building  
Washington, DC 20503  
202-395-4840

Dear Jack:

Ms. Janice R. Lachance  
Director, Office of Personnel Management  
Theodore Roosevelt Building  
1900 E Street, NW  
Washington, DC 20415  
202-606-1000

Dear Janice:

Honorable Barry R. McCaffrey  
Director, Office of National Drug Control Policy  
750 17th Street, NW  
Washington, DC 20500  
202-395-6700

Dear Barry:

Honorable Charlene Barshefsky  
United States Trade Representative  
600 17th Street, NW  
Washington, DC 20508  
202-395-6890

Dear Charlene:

## Congressional Correspondence

Correspondence addressed to congressional members must be coordinated with OSD Legislative Affairs (principal/deputy principal level). DoD Directive 5400.4 requires policy and security review for all statements for congressional hearings.

**Congressional testimony and transcripts should be submitted to the Directorate, Freedom of Information and Security Review, OASD (PA) at least five business days before the desired clearance date.**

When sending letters to the Chairman of Congressional Committees or Subcommittees, the letter should be addressed to the Committee Chairman with a courtesy copy to the ranking member. Use this format for the courtesy copy:

cc:  
The Honorable (Full Name)  
Ranking Member

### Congressional Correspondence signed by the Secretary of Defense

Correspondence to members of the Senate prepared for Secretary of Defense signature will use the informal salutations listed in the tables that follow. A **formal** salutation will be used for letters to Senate Committee Chairmen, but an **informal** salutation will be used for letters addressed to Senate Committee Ranking Members.

Formal salutation will be used on official letters addressed to members of the House of Representatives. For letters of a personal nature, the informal salutation is used, i.e., "Dear (First Name):" (see list below).

### Congressional Correspondence signed by the Deputy Secretary of Defense

The formal salutation will be used on Congressional correspondence to be signed by the Deputy Secretary of Defense. He will add first names on an individual basis.

#### Congressional Correspondence

##### SENATE:

The Honorable (Full Name)  
United States Senate  
Washington, DC 20510+4-Digit Zip Code

Dear (See list of informal salutations):

##### Formal Salutations:

Dear Senator (Surname):  
Dear Mr. Chairman:  
Dear Madame Chairwoman:

##### HOUSE:

The Honorable (Full Name)  
U.S. House of Representatives  
Washington, DC 20515+4-Digit Zip Code

Dear Representative (Surname):

##### Formal Salutations:

Dear Representative (Surname):  
Dear Mr. Chairman:  
Dear Madame Chairwoman:

## The "Big 8" and Senate/House Salutation Tables

The following chairmen and ranking members comprise the "Big 8" Senate and House Armed Services and Defense Appropriations Committees/Subcommittees:

SENATE	
<b>The Honorable John Warner</b> Chairman Committee on Armed Services United States Senate 228 Senate Russell Office Building Washington, Dc 20510-6050	<b>The Honorable Carl Levin</b> Ranking Member Committee on Armed Services United States Senate 228 Senate Russell Office Building Washington, DC 20510-6050
<b>The Honorable Ted Stevens</b> Chairman Subcommittee on Defense Committee on Appropriations United States Senate 122 Senate Dirksen Office Building Washington, DC 20510-6028	<b>The Honorable Daniel K. Inouye</b> Ranking Member Subcommittee on Defense Committee on Appropriations United States Senate 122 Senate Dirksen Office Building Washington, DC 20510-6028
HOUSE	
<b>The Honorable Floyd Spence</b> Chairman Committee on Armed Services U.S. House of Representatives 2120 Rayburn House Office Building Washington, DC 20515-6035	<b>The Honorable Ike Skelton</b> Ranking Member Committee on Armed Services U.S. House of Representatives 2120 Rayburn House Office Building Washington, DC 20515-6035
<b>The Honorable Jerry Lewis</b> Chairman Subcommittee on Defense Committee on Appropriations U.S. House of Representatives H-149 The Capitol Washington, DC 20515-6018	<b>The Honorable John P. Murtha</b> Ranking Member Subcommittee on Defense Committee on Appropriations U.S. House of Representatives H-149 The Capitol Washington, DC 20515-6018
<b>NOTE: Room number and building only appear on the envelope NOT in the letter address.</b>	

**Senate Informal Salutations**

<b>First Name</b>	<b>Last Name</b>	<b>Informal Salutation</b>
Spencer	Abraham	Spence
Daniel	Akaka	Dan
Wayne	Allard	Wayne
John	Ashcroft	John
Max	Baucus	Max
Evan	Bayh	Evan
Robert	Bennett	Bob
Joseph	Biden	Joe
Jeff	Bingaman	Jeff
Christopher	Bond	Kit
Barbara	Boxer	Barbara
John	Breaux	John
Sam	Brownback	Sam
Richard	Bryan	Dick
Jim	Bunning	Jim
Conrad	Burns	Conrad
Robert	Byrd	Senator Byrd
Ben Nighthorse	Campbell	Ben
Lincoln	Chafee	Lincoln
Max	Cleland	Max
Thad	Cochran	Thad
Susan	Collins	Susan
Kent	Conrad	Kent
Larry	Craig	Larry
Michael	Crapo	Mike
Tom	Daschle	Tom
Mike	DeWine	Mike
Christopher	Dodd	Chris
Pete	Domenici	Pete

**Senate Informal Salutations**

Byron	Dorgan	Byron
Richard	Durbin	Dick
John	Edwards	John
Michael	Enzi	Mike
Russell	Feingold	Russ
Dianne	Feinstein	Dianne
Peter	Fitzgerald	Peter
Bill	Frist	Bill
Slade	Gorton	Slade
Bob	Graham	Bob
Phil	Gramm	Phil
Rod	Grams	Rod
Charles	Grassley	Chuck
Judd	Gregg	Judd
Chuck	Hagel	Chuck
Tom	Harkin	Tom
Orrin	Hatch	Orrin
Jesse	Helms	Jesse
Ernest	Hollings	Fritz
Tim	Hutchinson	Tim
Kay Bailey	Hutchison	Kay
James	Inhofe	Jim
Daniel	Inouye	Danny
James	Jeffords	Jim
Tim	Johnson	Tim
Edward	Kennedy	Ted
Robert	Kerrey	Bob
John	Kerry	John
Herb	Kohl	Herb
Jon	Kyl	Jon
Mary	Landrieu	Mary

**Senate Informal Salutations**

Frank	Lautenberg	Frank
Patrick	Leahy	Pat
Carl	Levin	Carl
Joseph	Lieberman	Joe
Blanche Lambert	Lincoln	Blanche
Trent	Lott	Trent
Richard	Lugar	Dick
Connie	Mack	Connie
John	McCain	John
Mitch	McConnell	Mitch
Barbara	Mikulski	Barbara
Daniel	Moynihan	Pat
Frank	Murkowski	Frank
Patty	Murray	Patty
Don	Nickles	Don
Jack	Reed	Jack
Harry	Reid	Harry
Charles	Robb	Chuck
Pat	Roberts	Pat
John	Rockefeller	Jay
William	Roth	Bill
Rick	Santorum	Rick
Paul	Sarbanes	Paul
Charles	Schumer	Chuck
Jeff	Sessions	Jeff
Richard	Shelby	Richard
Gordon	Smith	Gordon
Robert	Smith	Bob
Olympia	Snowe	Olympia
Arlen	Specter	Arlen
Ted	Stevens	Ted

**Senate Informal Salutations**

Craig	Thomas	Craig
Fred	Thompson	Fred
Strom	Thurmond	Senator Thurmond
Robert	Torricelli	Bob
George	Voinovich	George
John	Warner	John
Paul	Wellstone	Paul
Ron	Wyden	Ron

## House Informal Salutations

First Name	Last Name	Informal Salutation	First Name	Last Name	Informal Salutation
Neil	Abercrombie	Neil	Michael	Bilirakis	Mike
Gary	Ackerman	Gary	Sanford	Bishop	Sanford
Robert	Aderholt	Robert	Rod	Blagojevich	Rod
Thomas	Allen	Tom	Thomas	Bliley	Tom
Robert	Andrews	Rob	Earl	Blumenauer	Earl
Bill	Archer	Bill	Roy	Blunt	Roy
Richard	Armey	Dick	Sherwood	Boehlert	Sherwood
Joe	Baca	Joe	John	Boehner	John
Spencer	Bachus	Spencer	Henry	Bonilla	Henry
Brian	Baird	Brian	David	Bonior	Dave
Richard	Baker	Richard	Mary	Bono	Mary
John	Baldacci	John	Robert	Borski	Bob
Tammy	Baldwin	Tammy	Leonard	Boswell	Leonard
Cass	Ballenger	Cass	Rick	Boucher	Rick
James	Barcia	Jim	F. Allen	Boyd	Allen
Bob	Barr	Bob	Kevin	Brady	Kevin
Thomas	Barrett	Tom	Robert	Brady	Bob
Bill	Barrett	Bill	Corrine	Brown	Corrine
Roscoe	Bartlett	Roscoe	Sherrod	Brown	Sherrod
Joe	Barton	Joe	Ed	Bryant	Ed
Charles	Bass	Charlie	Richard	Burr	Richard
Herbert	Bateman	Herb	Dan	Burton	Dan
Xavier	Becerra	Xavier	Steve	Buyer	Steve
Ken	Bentsen	Ken	Sonny	Callahan	Sonny
Douglas	Bereuter	Doug	Ken	Calvert	Ken
Shelley	Berkley	Shelley	Dave	Camp	Dave
Howard	Berman	Howard	Tom	Campbell	Tom
Marion	Berry	Marion	Charles	Canady	Charles
Judy	Biggert	Judy	Christopher	Cannon	Chris



**House Informal Salutations**

Brian	Bilbray	Brian	Lois	Capps	Lois
Michael	Capuano	Mike	Thomas	Davis	Tom
Benjamin	Cardin	Ben	Nathan	Deal	Nathan
Julia	Carson	Julia	Peter	DeFazio	Peter
Michael	Castle	Mike	Diana	DeGette	Diana
Steve	Chabot	Steve	William	Delahunt	Bill
Saxby	Chambliss	Saxby	Rosa	DeLauro	Rosa
Helen	Chenoweth	Helen	Thomas	DeLay	Tom
Donna	Christian-Christense	Donna	James	DeMint	Jim
William	Clay	Bill	Peter	Deutsch	Peter
Eva	Clayton	Eva	Lincoln	Diaz-Balart	Lincoln
Bob	Clement	Bob	Jay	Dickey	Jay
James	Clyburn	Jim	Norman	Dicks	Norm
Howard	Coble	Howard	John	Dingell	John
Tom	Coburn	Tom	Julian	Dixon	Julian
Michael	Collins	Mac	Lloyd	Doggett	Lloyd
Larry	Combest	Larry	Calvin	Dooley	Cal
Gary	Condit	Gary	John	Doolittle	John
John	Conyers	John	Mike	Doyle	Mike
Merrill	Cook	Merrill	David	Dreier	David
John	Cooksey	John	John	Duncan	Jimmy
Jerry	Costello	Jerry	Jennifer	Dunn	Jennifer
Christopher	Cox	Chris	Chet	Edwards	Chet
William	Coyne	Bill	Vernon	Ehlers	Vern
Robert	Cramer	Bud	Robert	Ehrlich	Bob
Philip	Crane	Phil	Jo Ann	Emerson	Jo Ann
Joseph	Crowley	Joe	Eliot	Engel	Eliot
Barbara	Cubin	Barbara	Philip	English	Phil
Elijah	Cummings	Elijah	Anna	Eshoo	Anna
Randy	Cunningham	Duke	Bob	Etheridge	Bob
Pat	Danner	Pat	Lane	Evans	Lane

**House Informal Salutations**

Jim	Davis	Jim	Terry	Everett	Terry
Danny	Davis	Danny	Thomas	Ewing	Tom
Eni F. H.	Faleomavaega	Eni	Gene	Green	Gene
Sam	Farr	Sam	James	Greenwood	Jim
Chaka	Fattah	Chaka	Luis	Gutierrez	Luis
Bob	Filner	Bob	Gil	Gutknecht	Gil
Ernie	Fletcher	Ernie	Ralph	Hall	Ralph
Mark	Foley	Mark	Tony	Hall	Tony
Michael	Forbes	Michael	James	Hansen	Jim
Harold	Ford	Harold	J. Dennis	Hastert	Denny
Vito	Fossella	Vito	Richard "Doc"	Hastings	Doc
Tillie	Fowler	Tillie	Alcee	Hastings	Alcee
Barney	Frank	Barney	Robert	Hayes	Robin
Robert	Franks	Bob	J. D.	Hayworth	J.D.
Rodney	Frelinghuysen	Rodney	Joel	Hefley	Joel
Martin	Frost	Martin	Wally	Herger	Wally
Elton	Gallegly	Elton	Baron	Hill	Baron
Greg	Ganske	Greg	Rick	Hill	Rick
Sam	Gejdenson	Sam	Van	Hilleary	Van
George	Gekas	George	Earl	Hilliard	Earl
Richard	Gephardt	Dick	Maurice	Hinchey	Maurice
James	Gibbons	Jim	Ruben	Hinojosa	Ruben
Wayne	Gilchrest	Wayne	David	Hobson	Dave
Paul	Gillmor	Paul	Joseph	Hoeffel	Joe
Benjamin	Gilman	Ben	Peter	Hoekstra	Pete
Charles	Gonzalez	Charlie	Tim	Holden	Tim
Virgil	Goode	Virgil	Eleanor	Holmes Norton	Eleanor
Bob	Goodlatte	Bob	Rush	Holt	Rush
William	Goodling	Bill	Darlene	Hooley	Darlene
Bart	Gordon	Bart	Steve	Horn	Steve
Porter	Goss	Porter	John	Hostettler	John

**House Informal Salutations**

Lindsey	Graham	Lindsey	Amory	Houghton	Amo
Kay	Granger	Kay	Steny	Hoyer	Steny
Mark	Green	Mark	Kenny	Hulshof	Kenny
Duncan	Hunter	Duncan	Ray	LaHood	Ray
Asa	Hutchinson	Asa	Nicholas	Lampson	Nick
Henry	Hyde	Henry	Tom	Lantos	Tom
Jay	Inslee	Jay	Steve	Largent	Steve
Johnny	Isakson	Johnny	John	Larson	John
Ernest	Istook	Ernest	Tom	Latham	Tom
Jesse	Jackson	Jesse	Steven	LaTourette	Steve
Sheila	Jackson-Lee	Sheila	Rick	Lazio	Rick
William	Jefferson	Bill	James	Leach	Jim
William	Jenkins	Bill	Barbara	Lee	Barbara
Chris	John	Chris	Sander	Levin	Sandy
Eddie Bernice	Johnson	Eddie Bernice	John	Lewis	John
Sam	Johnson	Sam	Ron	Lewis	Ron
Nancy	Johnson	Nancy	Jerry	Lewis	Jerry
Walter	Jones	Walter	John	Linder	John
Paul	Kanjorski	Paul	William	Lipinski	Bill
Marcy	Kaptur	Marcy	Frank	LoBiondo	Frank
John	Kasich	John	Zoe	Lofgren	Zoe
Sue	Kelly	Sue	Nita	Lowey	Nita
Patrick	Kennedy	Patrick	Ken	Lucas	Ken
Dale	Kildee	Dale	Frank	Lucas	Frank
Carolyn Cheeks	Kilpatrick	Carolyn	Bill	Luther	Bill
Ronald	Kind	Ron	Carolyn	Maloney	Carolyn
Peter	King	Peter	James	Maloney	Jim
Jack	Kingston	Jack	Donald	Manzullo	Don
Gerald	Klecza	Jerry	Edward	Markey	Ed
Ron	Klink	Ron	Matthew	Martinez	Marty
Joseph	Knollenberg	Joe	Frank	Mascara	Frank

**House Informal Salutations**

Jim	Kolbe	Jim	Robert	Matsui	Bob
Dennis	Kucinich	Dennis	Carolyn	McCarthy	Carolyn
Steven	Kuykendall	Steve	Karen	McCarthy	Karen
John	LaFalce	John	Bill	McCollum	Bill
Jim	McCrery	Jim	Grace	Napolitano	Grace
Jim	McDermott	Jim	Richard	Neal	Richie
James	McGovern	Jim	George	Nethercutt	George
John	McHugh	John	Bob	Ney	Bob
Scott	McInnis	Scott	Anne	Northup	Anne
David	McIntosh	Dave	Charles	Norwood	Charlie
Louise	McIntosh Slaughter	Louise	Jim	Nussle	Jim
Mike	McIntyre	Mike	James	Oberstar	Jim
Howard	McKeon	Buck	David	Obey	Dave
Cynthia	McKinney	Cynthia	John	Olver	John
Michael	McNulty	Mike	Solomon	Ortiz	Solomon
Martin	Meehan	Marty	Doug	Ose	Doug
Carrie	Meek	Carrie	Major	Owens	Major
Gregory	Meeks	Greg	Michael	Oxley	Mike
Robert	Menendez	Bob	Ron	Packard	Ron
Jack	Metcalf	Jack	Frank	Pallone	Frank
John	Mica	John	William	Pascrell	Bill
Juanita	Millender- McDonald	Juanita	Ed	Pastor	Ed
Gary	Miller	Gary	Ron	Paul	Ron
George	Miller	George	Donald	Payne	Don
Dan	Miller	Dan	Edward	Pease	Ed
David	Minge	David	Nancy	Pelosi	Nancy
Patsy	Mink	Patsy	John	Peterson	John
Joseph	Moakley	Joe	Collin	Peterson	Collin
Alan	Mollohan	Alan	Thomas	Petri	Tim
Dennis	Moore	Dennis	David	Phelps	Dave

**House Informal Salutations**

James	Moran	Jim	Charles	Pickering	Chip
Jerry	Moran	Jerry	Owen	Pickett	Owen
Constance	Morella	Connie	Joseph	Pitts	Joe
John	Murtha	Jack	Richard	Pombo	Richard
Sue	Myrick	Sue	Earl	Pomeroy	Earl
Jerrold	Nadler	Jerry	John	Porter	John
Rob	Portman	Rob	Marshall	Sanford	Mark
David	Price	David	Thomas	Sawyer	Tom
Deborah	Pryce	Deborah	Jim	Saxton	Jim
Jack	Quinn	Jack	Joe	Scarborough	Joe
George	Radanovich	George	Bob	Schaffer	Bob
Nick	Rahall	Nick	Janice	Schakowsky	Jan
Jim	Ramstad	Jim	Robert	Scott	Bobby
Charles	Rangel	Charlie	F. James	Sensenbrenner	Jim
Ralph	Regula	Ralph	Jose	Serrano	Jose
Silvestre	Reyes	Silvestre	Pete	Sessions	Pete
Thomas	Reynolds	Tom	John	Shadegg	John
Bob	Riley	Bob	E. Clay	Shaw	Clay
Lynn	Rivers	Lynn	Christopher	Shays	Chris
Ciro	Rodriguez	Ciro	Bradley	Sherman	Brad
Timothy	Roemer	Tim	Donald	Sherwood	Don
James	Rogan	Jim	John	Shimkus	John
Harold	Rogers	Hal	Ronnie	Shows	Ronnie
Dana	Rohrabacher	Dana	Bud	Shuster	Bud
Carlos	Romero-Barcelo	Carlos	Mike	Simpson	Mike
Ileana	Ros-Lehtinen	Ileana	Norman	Sisisky	Norm
Steven	Rothman	Steve	Joe	Skeen	Joe
Marge	Roukema	Marge	Ike	Skelton	Ike
Lucille	Roybal-Allard	Lucille	Nick	Smith	Nick
Edward	Royce	Ed	Christopher	Smith	Chris
Bobby	Rush	Bobby	Adam	Smith	Adam

**House Informal Salutations**

Paul	Ryan	Paul	Lamar	Smith	Lamar
Jim	Ryun	Jim	Vic	Snyder	Vic
Martin Olav	Sabo	Martin	Mark	Souder	Mark
Matt	Salmon	Matt	Floyd	Spence	Floyd
Loretta	Sanchez	Loretta	John	Spratt	John
Bernard	Sanders	Bernie	Debbie	Stabenow	Debbie
Max	Sandlin	Max	Fortney	Stark	Pete
Clifford	Stearns	Cliff	Nydia	Velazquez	Nydia
Charles	Stenholm	Charlie	Bruce	Vento	Bruce
Ted	Strickland	Ted	Peter	Visclosky	Pete
Bob	Stump	Bob	David	Vitter	David
Bart	Stupak	Bart	Greg	Walden	Greg
John	Sununu	John	James	Walsh	Jim
John	Sweeney	John	Zach	Wamp	Zach
James	Talent	Jim	Maxine	Waters	Maxine
Thomas	Tancredo	Tom	Wes	Watkins	Wes
John	Tanner	John	Melvin	Watt	Mel
Ellen	Tauscher	Ellen	J. C.	Watts	J.C.
W.J.	Tauzin	Billy	Henry	Waxman	Henry
Gene	Taylor	Gene	Anthony	Weiner	Anthony
Charles	Taylor	Charles	Curt	Weldon	Curt
Lee	Terry	Lee	David	Weldon	Dave
William	Thomas	Bill	Gerald	Weller	Jerry
Michael	Thompson	Mike	Robert	Wexler	Robert
Bennie	Thompson	Bennie	Robert	Weygand	Bob
William	Thornberry	Mac	Edward	Whitfield	Ed
John	Thune	John	Roger	Wicker	Roger
Karen	Thurman	Karen	Heather	Wilson	Heather
Todd	Tiahrt	Todd	Robert	Wise	Bob
John	Tierney	John	Frank	Wolf	Frank
Patrick	Toomey	Pat	Lynn	Woolsey	Lynn

**House Informal Salutations**

Edolphus	Towns	Ed	David	Wu	Dave
James	Traficant	Jim	Albert	Wynn	Al
Stephanie	Tubbs Jones	Stephanie	Don	Young	Don
Jim	Turner	Jim	C. W.	Young	Bill
Thomas	Udall	Tom			
Mark	Udall	Mark			
Robert	Underwood	Robert			
Fred	Upton	Fred			

**Defense Related Committees****SENATE COMMITTEES****CHAIRMAN**

Honorable Ted Stevens

Honorable Ted Stevens

Honorable Conrad Burns

Honorable John Warner

Honorable Rick Santorum

Honorable Pat Roberts

Honorable Tim Hutchinson

**APPROPRIATIONS****SUBCOMMITTEE ON  
DEFENSE****SUBCOMMITTEE ON  
MILITARY CONSTRUCTION****ARMED SERVICES****SUBCOMMITTEE ON  
AIRLAND FORCES****SUBCOMMITTEE ON  
EMERGING THREATS &  
CAPABILITIES****SUBCOMMITTEE ON  
PERSONNEL****RANKING MEMBER**

Honorable Robert C. Byrd

Honorable Daniel K. Inouye

Honorable Patty Murray

Honorable Carl Levin

Honorable Joseph I. Lieberman

Honorable Jeff Bingaman

Honorable Max Cleland

**SENATE COMMITTEES**

Honorable James M. Inhofe

**SUBCOMMITTEE ON  
READINESS &  
MANAGEMENT SUPPORT**

Honorable Charles S. Robb

Honorable Olympia J. Snowe

**SUBCOMMITTEE ON  
SEAPOWER**

Honorable Edward M. Kennedy

Honorable Wayne Allard

**SUBCOMMITTEE ON  
STRATEGIC FORCES**

Honorable Mary L. Landrieu

Honorable Pete V. Domenici

**BUDGET**

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Honorable Jesse Helms

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**JUDICIARY**

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Honorable Arlen Specter

**VETERANS' AFFAIRS**

Honorable John D. Rockefeller IV

Honorable Richard C. Shelby

**INTELLIGENCE**

Honorable Richard H. Bryan

**HOUSE COMMITTEES****CHAIRMAN****RANKING MEMBER**

Honorable C.W. Bill Young

**APPROPRIATIONS**

Honorable David Obey

Honorable Jerry Lewis

**SUBCOMMITTEE ON  
DEFENSE**

Honorable John P. Murtha

Honorable David L. Hobson

**SUBCOMMITTEE ON  
MILITARY CONSTRUCTION**

Honorable John W. Olver

Honorable Floyd Spence

**ARMED SERVICES**

Honorable Ike Skelton

Honorable Joel Hefley

**SUBCOMMITTEE ON  
MILITARY INSTALLATIONS  
& FACILITIES**

Honorable Gene Taylor

Honorable Steve Buyer

**SUBCOMMITTEE ON  
MILITARY PERSONNEL**

Honorable Neil Abercrombie



Honorable Duncan L. Hunter	<b>SUBCOMMITTEE ON MILITARY PROCUREMENT</b>	Honorable Norman Sisisky
Honorable Herbert H. Bateman	<b>SUBCOMMITTEE ON MILITARY READINESS</b>	Honorable Solomon P. Ortiz
Honorable Curt Weldon	<b>SUBCOMMITTEE ON MILITARY RESEARCH &amp; DEVELOPMENT</b>	Honorable Owen B. Pickett
Honorable John R. Kasich	<b>BUDGET</b>	Honorable John M. Spratt
Honorable Tom Bliley	<b>COMMERCE</b>	Honorable John D. Dingell
Honorable William F. Goodling	<b>EDUCATION &amp; THE WORKFORCE</b>	Honorable William L. Clay
Honorable Dan Burton	<b>GOVERNMENT REFORM</b>	Honorable Henry A. Waxman
Honorable Benjamin A. Gilman	<b>INTERNATIONAL RELATIONS</b>	Honorable Sam Gejdenson
Honorable Henry J. Hyde	<b>JUDICIARY</b>	Honorable John Conyers
Honorable Bob Stump	<b>VETERANS' AFFAIRS</b>	Honorable Lane Evans
Honorable Bill Archer	<b>WAYS &amp; MEANS</b>	Honorable Charles B. Rangel
Honorable Porter J. Goss	<b>INTELLIGENCE</b>	Honorable Julian C. Dixon

## Service Rank Abbreviations Used in OSD Correspondence

### Military Ranks and Abbreviations by Service and Pay Grade

Pay Grade	Army		Navy	
O-10	General	GEN	Admiral	ADM
O-9	Lieutenant General	LTG	Vice Admiral	VADM
O-8	Major General	MG	Rear Admiral	RADM
O-7	Brigadier General	BG	Rear Admiral	RADM*
O-6	Colonel	COL	Captain	CAPT
O-5	Lieutenant Colonel	LTC	Commander	CDR
O-4	Major	MAJ	Lieutenant Commander	LCDR
O-3	Captain	CPT	Lieutenant	LT
O-2	First Lieutenant	1LT	Lieutenant Junior Grade	LTjg
O-1	Second Lieutenant	2LT	Ensign	ENS
W-5	Chief Warrant Officer	CW5**	Chief Warrant Officer 4	CWO4
W-4	Chief Warrant Officer 4	CW4	Chief Warrant Officer 3	CWO3
W-3	Chief Warrant Officer 3	CW3	Chief Warrant Officer 2	CWO2
W-2	Chief Warrant Officer 2	CW2	Warrant Officer	WO1
W-1	Warrant Officer 1	WO1		
E-9	Sergeant Major of the Army	SMA	Master Chief Petty Officer of the Navy	MCPON
	Command Sergeant Major	CSM		
	Sergeant Major	SGM	Master Chief Petty Officer	MCPO
E-8	First Sergeant	1SG	Senior Chief Petty Officer	SCPO
	Master Sergeant	MSG		
E-7	Platoon Sergeant	PSG	Chief Petty Officer	CPO
	Sergeant First Class	SFC		
E-6	Staff Sergeant	SSG	Petty Officer 1	PO1
E-5	Sergeant	SGT	Petty Officer 2	PO2
E-4	Corporal	CPL	Petty Officer 3	PO3
	Specialist	SPC		
E-3	Private First Class	PFC	Seaman	SN
E-2	Private	PV2	Seaman Apprentice	SA
E-1	Private	PVT	Seaman Recruit	SR
<p>* The Navy Rear Admiral rank contains two levels: upper half equal to a two-star flag officer and lower half equal to a one-star flag officer. The rank of Commodore was a commissioned one-star rank during time of war. The commander of a fleet of ships is sometimes referred to as "Commodore" as a courtesy title. The rank no longer exists and the title is never officially used.</p> <p>** The Army used Master Warrant Officer at one time; "Master" now indicates a transitional rank; all Army Warrant Officers are Chief Warrant Officers.</p>				

**Military Ranks and Abbreviations  
by Service and Pay Grade**

Pay Grade	Marine Corps		Air Force	
O-10	General	Gen	General	Gen
O-9	Lieutenant General	LtGen	Lieutenant General	Lt Gen
O-8	Major General	MajGen	Major General	Maj Gen
O-7	Brigadier General	BGen	Brigadier General	Brig Gen
O-6	Colonel	Col	Colonel	Col
O-5	Lieutenant Colonel	LtCol	Lieutenant Colonel	Lt Col
O-4	Major	Maj	Major	Maj
O-3	Captain	Capt	Captain	Capt
O-2	First Lieutenant	1st Lt	First Lieutenant	1st Lt
O-1	Second Lieutenant	2nd Lt	Second Lieutenant	2d Lt
W-5	Chief Warrant Officer 5	CWO-5		
W-4	Chief Warrant Officer 4	CWO-4		
W-3	Chief Warrant Officer 3	CWO-3		
W-2	Chief Warrant Officer 2	CWO-2		
W-1	Chief Warrant Officer 1	CWO-1		
E-9	Sergeant Major of the Marine Corps	SgtMajMC	Chief Master Sergeant of the Air Force	CMSAF
	Sergeant Major	Sgt Maj	Chief Master Sergeant	CMSgt
	Master Gunnery Sergeant	MGySgt		
E-8	First Sergeant	1stSgt	Senior Master Sergeant	SMSgt
	Master Sergeant	MSgt		
E-7	Gunnery Sergeant	GySgt	Master Sergeant	MSgt
E-6	Staff Sergeant	SSgt	Technical Sergeant	TSgt
E-5	Sergeant	Sgt	Staff Sergeant	SSgt
E-4	Corporal	Cpl	Sergeant/Senior Airman	Sgt/SrA
E-3	Lance Corporal	LCpl	Airman First Class	A1C
E-2	Private First Class	PFC	Airman	Amn
E-1	Private	Pvt	Airman Basic	AB

## OSD/WHS Pentagon ZIP+4 Codes and Compatible Street Addresses

The following OSD/WHS ZIP+4 Codes and authorized street addresses are appropriate for use on official mail. The list represents a delivery address (DoD activity, street address, city, state and ZIP+4) for all designated Pentagon activities. These entries have been forwarded to the United States Postal Service (USPS) and entered into the National ZIP CODE Directory.

A maximum of five lines may be used in the Pentagon address format. However, the last three lines should conform to the list. This leaves the top two optional lines for specific organizational name, office symbol, name, or room number. All characters in the mailing address should be UPPERCASE letters. Omit all punctuation, except for the hyphen in the ZIP-4 Code. Use two letter state abbreviations for the state in the City, State, and ZIP+4 last line. Hand printing and rubber stamps will NOT be authorized in the address area.

A return address is required on all official mail envelopes. WHS (Support Services) will assist in procurement of an appropriate return address stamp for your organization. Questions may be directed to Thomas Light at 695-9717.

**Office of the Secretary of Defense  
Authorized ZIP +4 Codes and Compatible Street Addresses  
August 2000**

20301-1000	SECRETARY OF DEFENSE 1000 DEFENSE PENTAGON WASHINGTON DC 20301-1000
20301-1000	CHIEF OF STAFF 1000 DEFENSE PENTAGON WASHINGTON DC 20301-1000
20301-1000	SPECIAL ASSISTANT TO SECRETARY OF DEFENSE 1000 DEFENSE PENTAGON WASHINGTON DC 20301-1000
20301-1010	DEPUTY SECRETARY OF DEFENSE 1010 DEFENSE PENTAGON WASHINGTON DC 20301-1010
20301-1020	SPECIAL ASSISTANT TO SEC AND DEP SEC OF DEFENSE 1020 DEFENSE PENTAGON WASHINGTON DC 20301-1020 20301-1030
20301-1030	EXECUTIVE SECRETARY FOR DOD 1030 DEFENSE PENTAGON WASHINGTON DC 20301-1030
20301-1040	NATIONAL RECONNAISSANCE OFFICE 1040 DEFENSE PENTAGON WASHINGTON DC 20301-1040

**Office of the Secretary of Defense  
Authorized ZIP +4 Codes and Compatible Street Addresses  
August 2000**

20301-1100	UNDER SEC DEF COMPTROLLER 1100 DEFENSE PENTAGON WASHINGTON DC 20301-1100
20301-1155	WASHINGTON HEADQUARTERS SERVICES 1155 DEFENSE PENTAGON WASHINGTON DC 20301-1155
20301-1200	ASST SEC DEF HEALTH AFFAIRS 1200 DEFENSE PENTAGON WASHINGTON DC 20301-1200
20301-1300	ASST SEC DEF LEGISLATIVE AFFAIRS 1300 DEFENSE PENTAGON WASHINGTON DC 20301-1300
20301-1400	ASST SEC DEF PUBLIC AFFAIRS 1400 DEFENSE PENTAGON WASHINGTON DC 20301-1400
20301-1510	DOD COORD FOR DRUG ENFORCEMENT POLICY & SPT 1510 DEFENSE PENTAGON WASHINGTON DC 20301-1510
20301-1900	DEFENSE HOTLINE 1900 DEFENSE PENTAGON WASHINGTON DC 20301-1900
20301-1950	DIR ADMINISTRATION AND MANAGEMENT 1950 DEFENSE PENTAGON WASHINGTON DC 20301-1950
20301-2000	UNDER SEC DEF FOR POLICY 2000 DEFENSE PENTAGON WASHINGTON DC 20301-2000
20301-2100	PRIN DEP UNDER SEC DEF FOR POLICY 2100 DEFENSE PENTAGON WASHINGTON DC 20301-2100
20301-2200	DEP UNDER SEC DEF FOR POLICY 2200 DEFENSE PENTAGON WASHINGTON DC 20301-2200
20301-2400	ASST SEC DEF INTERNATIONAL SECURITY AFFAIRS 2400 DEFENSE PENTAGON WASHINGTON DC 20301-2400
20301-2500	ASST SEC DEF SPC OPS AND LOW INTENSITY CONFLICT 2500 DEFENSE PENTAGON WASHINGTON DC 20301-2500

**Office of the Secretary of Defense  
Authorized ZIP +4 Codes and Compatible Street Addresses  
August 2000**

20301-2800	DEFENSE SECURITY ASSISTANCE AGENCY 2800 DEFENSE PENTAGON WASHINGTON DC 20301-2800
20301-2900	ASST SEC DEF FOR STRATEGY & THREAT REDUCTION 2900 DEFENSE PENTAGON WASHINGTON DC 20301-2900
20301-3000	OFFICE UNDER SEC DEF FOR ACQ & TECH 3000 DEFENSE PENTAGON WASHINGTON DC 20301-3000
20301-3010	UNDER SEC DEF FOR ACQ & TECH 3010 DEFENSE PENTAGON WASHINGTON DC 20301-3010
20301-3015	PRIN DEP UNDER SEC DEF ACQ & TECH 3015 DEFENSE PENTAGON WASHINGTON DC 20301-3015
20301-3020	DIR ACQUISITION PROGRAM INTEGRATION 3020 DEFENSE PENTAGON WASHINGTON DC 20301-3020
20301-3030	DIR DEF RESEARCH AND ENGINEERING 3030 DEFENSE PENTAGON WASHINGTON DC 20301-3030
20301-3040	OFFICE DIR DEF RESEARCH AND ENGINEERING 3040 DEFENSE PENTAGON WASHINGTON DC 20301-3040
20301-3050	ASST TO SEC DEF NUCLEAR CHEMICAL & BIOLOGICAL 3050 DEFENSE PENTAGON WASHINGTON DC 20301-3050
20301-3060	DIR DEFENSE PROCUREMENT 3060 DEFENSE PENTAGON WASHINGTON DC 20301-3060
20301-3061	DIR SMALL AND DISADVANTAGED BUS UTILIZATION 3061 DEFENSE PENTAGON WASHINGTON DC 20301-3061
20301-3062	DEFENSE ACQUISITION REGULATORY SYSTEM 3062 DEFENSE PENTAGON WASHINGTON DC 20301-3062

**Office of the Secretary of Defense  
Authorized ZIP +4 Codes and Compatible Street Addresses  
August 2000**

20301-3070	DUSD INTERNATIONAL AND COMMERCIAL PROGRAMS 3070 DEFENSE PENTAGON WASHINGTON DC 20301-3070
20301-3080	DEP DIR DEFENSE RESEARCH AND ENGINEERING 3080 DEFENSE PENTAGON WASHINGTON DC 20301-3080
20301-3090	DIR STRATEGIC AND TACTICAL SYSTEMS 3090 DEFENSE PENTAGON WASHINGTON DC 20301-3090
20301-3110	DIR TEST SYSTEMS ENGINEERING AND EVALUATION 3110 DEFENSE PENTAGON WASHINGTON DC 20301-3110
20301-3140	DEFENSE SCIENCE BOARD 3140 DEFENSE PENTAGON WASHINGTON DC 20301-3140
20301-3150	DIR ADMINISTRATION (A&T) 3150 DEFENSE PENTAGON WASHINGTON DC 20301-3150
20301-3160	DEFENSE AIRBORNE RECONNAISSANCE OFFICE 3160 DEFENSE PENTAGON WASHINGTON DC 20301-3160
20301-3200	DIR SPECIAL PROGRAMS 3200 DEFENSE PENTAGON WASHINGTON DC 20301-3200
20301-3250	NOT IN USE (FORMERLY CALS & EDI)
20301-3320	OFFICE OF ECONOMIC ADJUSTMENT 3320 DEFENSE PENTAGON WASHINGTON DC 20301-3320
20301-3330	DUSD INDUSTRIAL AFFAIRS AND INSTALLATION 3330 DEFENSE PENTAGON WASHINGTON DC 20301-3330

**Office of the Secretary of Defense  
Authorized ZIP +4 Codes and Compatible Street Addresses  
August 2000**

20301-3350	DIR BASE TRANSITION OFFICE 3350 DEFENSE PENTAGON WASHINGTON DC 20301-3350
20301-3400	DEP UNDER SEC DEF ENVIRONMENTAL SECURITY 3400 DEFENSE PENTAGON WASHINGTON DC 20301-3400
20301-3500	DEP UNDER SEC DEF LOGISTICS 3500 DEFENSE PENTAGON WASHINGTON DC 20301-3500
20301-3700	DEP UNDER SEC DEF ADVANCED TECH 3700 DEFENSE PENTAGON WASHINGTON DC 20301-3700
20301-3900	DEP UNDER SEC DEF SPACE ACQ & TECH PROGRAMS 3900 DEFENSE PENTAGON WASHINGTON DC 20301-3900
20301-4000	UNDER SEC DEF FOR PERSONNEL AND READINESS 4000 DEFENSE PENTAGON WASHINGTON DC 20301-4000
20301-6000	ASST SEC DEF CMND CONTRL COMM AND INTEL 6000 DEFENSE PENTAGON WASHINGTON DC 20301-6000
20301-6100	US NUCLEAR CMND AND CNTRL SYST SUPPORT STAFF 6100 DEFENSE PENTAGON WASHINGTON DC 20301-6100
20301-7000	NATIONAL IMAGERY AND MAPPING AGENCY 7000 DEFENSE PENTAGON WASHINGTON DC 20301-7000
20301-7010	DEFENSE INFORMATION SYSTEMS AGENCY 7010 DEFENSE PENTAGON WASHINGTON DC 20301-7010



**Office of the Secretary of Defense  
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20301-7100	BALLISTIC MISSILE DEFENSE ORGANIZATION 7100 DEFENSE PENTAGON WASHINGTON DC 20301-7100
20301-7200	ASST TO SEC DEF INTELLIGENCE OVERSIGHT 7200 DEFENSE PENTAGON WASHINGTON DC 20301-7200
20301-7300	RESERVE FORCES POLICY BOARD 7300 DEFENSE PENTAGON WASHINGTON DC 20301-7300
20301-7400	DEFENSE INTELLIGENCE AGENCY 7400 DEFENSE PENTAGON WASHINGTON DC 20301-7400
20301-7500	CURRENT NEWS ANALYSIS & RES SRVC (AFIS) 7500 DEFENSE PENTAGON WASHINGTON DC 20301-7500
20301-8000	DEFENSE GLOBAL INFORMATION GROUP 8000 DEFENSE PENTAGON WASHINGTON DC 20301-8000

## **OSD Correspondence Redesign Project**

The Executive Secretary and the DoD Deputy Chief Information Officer are co-sponsoring a correspondence process redesign for the Office of the Secretary of Defense. The project is intended to create a more effective management process and supporting architecture for unclassified correspondence that requires the signature of the Deputy or Secretary of Defense. A four-pronged approach is being implemented to make process improvements, establish an editing/writing team, increase performance measurement and apply state-of-the-art technology to enhance management information. The technology solution being installed is Documentum, the current industry leader in enterprise-wide electronic document management. Documentum will enable the immediate office of the Secretary, OSD correspondence managers and the Components to transfer correspondence electronically. A pilot program began in August with wider participation Scheduled for October. For more information about the project, contact the Secretariat Writing Team at 703-614-7744.